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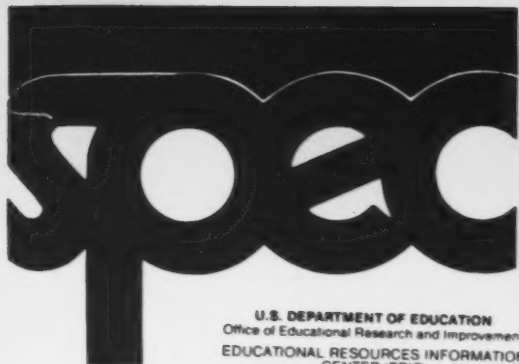
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ABSTRACT

This Systems and Procedures Exchange Center (SPEC) kit contains documents pertaining to personnel classification schemes and job descriptions in Association of Research Libraries (ARL) member libraries. It is noted that there seems to be no commonly held set of titles for support staff and that different ranks of personnel are usually distinguished by some combination of criteria such as supervision given and received, policy-making authority, responsibility, complexity and/or diversity of work, personal attributes, professional activities, and creativity. A concise summary of classification schemes, position guides, and job descriptions in ARL libraries is provided; and documents are presented in three sections covering: (1) ranking criteria for librarians at Duke University, Massachusetts Institute of Technology, Harvard University, Louisiana State University, Rutgers University, the University of Michigan, the State University of New York at Albany, Stanford University, Yale University, and Cornell University; (2) library assistant job descriptions for Stanford University, Louisiana State University, and the State of Nebraska; and (3) instructions for preparing job descriptions from the University of Arizona, Case Western Reserve University, and Boston University. (KM)

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MAY 1974

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Classification Schemes

Kit 7

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PERSONNEL CLASSIFICATION SCHEMES AND JOB DESCRIPTIONS

This Flyer presents the results of the SPEC personnel survey on job titles (classification schemes); position guides, which describe the qualifications and general functions for all jobs of a given title; and job descriptions, which distinguish specific jobs, some of which may have the same job title.

Of the 24 classification schemes for professionals among the documentation examined for this Flyer, a system of 4 ranks was most common and one of the 6 ranks next in frequency. Smaller numbers of libraries have 3 and 5 rank systems. Within each rank there are usually several salary steps. There seems to be no commonly held set of titles for support staff. Different ranks of personnel are usually distinguished by some combination of the following criteria: supervision given and received, policy-making authority, responsibility, complexity and/or diversity of work, personal attributes, professional activities, and creativity.

Classification schemes and Position Guides

Virtually all ARL libraries have some formal list of job titles for their professional and non-professional employees. In general, these classification schemes help bring order to the organization by defining responsibilities and elements of hierarchy. They can also be a prime reference point for library planning in the areas of budget, staffing, organization and work flow. Recently such schemes have been helpful in relating library work roles to faculty work roles for librarians who have gained faculty rank/status.

Formal classification schemes and sets of position guides are intended to equate jobs with similar levels of responsibility and provide a framework for salary scales. They also promote fair treatment of employees by resulting in relatively equal salary paid for relatively equal work, and by setting common standards for performance review. Because standard position guides and classification schemes contribute to fair treatment of employees, they are frequently important supporting elements of organizations' affirmative action programs.

Classification schemes can also be used to accommodate individual differences among professional employees. Several libraries specifically provide alternative career ladders for those with technical rather than administrative skills. This arrangement can increase the recognition of individual talents and contributions without promoting librarians outside their area of competence and interest. It can also define the status of technical specialists who do not have library degrees.

While almost all ARL libraries have separate classification schemes for professional and support staff, the classification of specialists has been a more difficult issue to resolve. Some (e.g. systems analysts) serve in a staff function and can thereby fall outside normal promotion patterns. Others (e.g. translators, subject specialists) fulfill traditional library functions, yet may lack library degrees. Although the dilemma of

classifying the specialist has been recognized, these positions are still sometimes included with professionals, sometimes with clericals, sometimes elsewhere. A 1972 report of academic librarians' salaries concludes that the profession does not sufficiently reward those who practice their specialties in libraries, speculating that as their numbers increase, so will their compensation (Donald F. Cameron and Peggy Heim. How Well Are They Paid? Compensation Structures of Professional Librarians in College and University Libraries, 1970-71. Washington: Council on Library Resources, Inc., February 1972). Several libraries have specifically addressed this problem.

Another major issue concerns those libraries which must organize their personnel within the constraints of state civil service systems, university personnel systems or union contracts. There is evidence that such systems can inhibit the flexibility of the library by imposing rigid job classifications and promotion and transfer rules.

Job Descriptions

Descriptions of specific jobs have most often been constructed as the need to hire people to fill them arises. However, increasing numbers of libraries have systematically written job descriptions for all their employees and use them in regular performance and salary review. There is a growing realization that very detailed job descriptions can help the employee to advance by giving credit for his/her full range of duties and skills. This can become particularly important when a library's employees are also subject to a university or state personnel system.

Concurrently, job descriptions that once consisted of a paragraph or two about duties and experience are in many libraries being expanded to include supervision given and received, decision-making, public contact, and standards for successful performance.

The Kit on Personnel Classification Schemes (May 1974, 103 pages) was updated in January 1978. It contains eleven documents from ARL libraries on ranking criteria for librarians, three library assistant job descriptions, and three samples of instructions for preparing job descriptions. Kit #7 is available for \$7.50 to ARL members and SPEC subscribers and for \$15.00 to all others, prepayment required, from: the Office of Management Studies, ARL, 1527 New Hampshire Avenue, N.W., Washington, D.C. 20036.

PERSONNEL CLASSIFICATION SCHEMES

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Revised January 1978

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*New Documentation as of January 1978

RANKING CRITERIA FOR LIBRARIANS

Duke University

Durham
North Carolina 27706

October 13, 1977

RANKING STRUCTURE FOR DUKE UNIVERSITY LIBRARIANS

RATIONALE

Up the Ladder

The rate of promotion at the Duke Library is less than one per cent a year. Only one-third of the staff holds the position of department or section head. This compares with two-thirds of the Duke faculty holding the rank of associate or full professor. As the Council on Library Resources stated in The Economics of Librarianship in College and University Libraries, 1969-70, becoming a department head . . . "may represent the first major promotion in the career ladder . . . [but, it may also represent a dead end, an occupational plateau from which to date it has been possible to advance only by changing institutions." To have "dead end" so thoroughly built into the library system, probably more thoroughly than in any other area of Duke employment, is unconscionable.

The answer lies in having a system of promotion, based on merit and experience, whereby librarians may advance while performing much the same duties. The justification for this is the same as for the promotion system of the faculty, without which all teachers would be at "dead end" the moment they are hired. Promotion appropriately recognizes the fact that the university benefits from the continued experience of both librarian and faculty.

Presently few librarians receive an annual increase in salary sufficient to cover the increase in the cost of living. The Duke librarian has virtually no prospect of advancement and watches an annual economic decline in his position; therefore, his discontent is a pervasive reality.

Branson Committee Report
January 1971

In response to the statement quoted above, in May 1972 the University Librarian appointed the Committee on Professional Staff Structure to devise a "structure for the professional staff of the University Libraries that includes steps for promotion in rank."

Many difficult and unforeseen questions have arisen since the committee began its deliberations. We have concluded there is no plan that can absolutely guarantee a just recognition of talents and contributions, and at times we have questioned the whole endeavor. What benefits will come to the staff from a ranking structure? Will ranks do anything more than put names on salary raises? Will a ranking structure for librarians deteriorate into a pecking order, fraught with eager climbers and petty jealousies? Will it, in the end, be divisive?

The opinion of the committee is that the success of a ranking structure will depend on the professional integrity of the librarians at Duke. The expected benefits are worth the gamble.

What are the benefits of a successful ranking structure? Most important, the morale, incentive and professional quality of the staff will improve. The ranking structure will enable each librarian to receive appropriate rewards for developing to the fullest possible extent as an academic and professional person. The evaluation and review procedures for promotion will assure that each librarian's work will be appraised fairly on the basis of clearly defined professional standards. The structure will support and encourage each staff member to be involved in professional activities, library research and continuing education opportunities to the maximum possible extent. Thus the ranking structure will reflect individual merit and experience--the goal sought by the Branson Committee--and also will be an incentive to professional development.

In addition, there will be more opportunities for advancement. At present, promotion is dependent upon supervisory vacancies. With the ranking structure, it will be possible for those who do not have the opportunity or desire to become administrators to attain a promotion without a change of job, for the rank will adhere to the individual and not to the position occupied. Non-administrative talents and contributions, as well as administrative, will be recognized.

A further benefit will be the recognition of particular achievement and ability. The criteria for promotion through the ranks will state qualifications to be considered for advancement. At the time of review, the librarian's abilities and achievements will be described in sufficient detail to insure that they will be rewarded by the Library and the University.

Such are the advantages that will accrue to the individual staff member. Of perhaps greater import and of far-reaching consequence are the benefits that will come to the entire academic community as librarians grow in professional competence and achievement, thus improving the overall quality of the Library staff and enhancing the recognition of its integral role in the academic life of the University.

Neither the benefits to the librarians nor to the University will be realized, however, without additional support for the Library from the University community. An increase in funds to allow for continuing academic and professional development and to reward achievement is vital. A greater recognition by the University administration of the role of librarians in fulfilling the purpose of the University is essential.

TITLES

The titles chosen for the four ranks confirm the position of librarians as a professional group that is within the academic sector of the University but distinct from the teaching faculty. The titles, in ascending order, are: Assistant Librarian, Senior Assistant Librarian, Associate Librarian and Librarian. Each individual holds a position title and a ranking title, e. g., Monographic Cataloger with the rank of Senior Assistant Librarian.

POLICY FOR THE CRITERIA

Because of the academic nature of the work of the Duke librarians, the criteria for advancement are not the same as those for employees under the University Personnel Department's position classification plan. Similarly, because the present work schedules of librarians preclude any significant amount of research and publication, the criteria for faculty promotions have not been adopted. Rather, the criteria reflect the distinctive role of librarians which is in part scholarly, in part technical and in part administrative.

Advancement to the rank of Librarian is possible in any specialty. Position is not the key to advancement. Promotion may be expected if an individual demonstrates the necessary development, ability and achievement. Advancement is not automatic, however, and is based upon a regular and continuing review and appraisal of the performance of each librarian.

The three criteria for promotion are: a high quality of performance in the area of the candidate's responsibility; professional and academic achievement; and dedication to librarianship and participation in larger University affairs. The criteria are not of equal significance, and the degree of importance given to any one of them when applied to a particular person must be left to the discretion of the Committee on Appointment and Promotion and/or the respective chief Library administrators.* One criterion, however, will carry more weight than the others in all deliberations on promotion: that criterion is job performance. The librarians, in accepting these criteria, do not intend to foster scholarly research, involvement in professional organizations, or pursuit of another degree at the expense of performing their responsibilities to the Duke Libraries. Talents and inclinations vary, demands of positions vary, opportunities vary. Excellence in job performance is the one criterion that must be met for any promotion.

A librarian at any rank, however, should show potential for and evidence of the other two criteria also. Continuing development and accomplishment in regard to all the criteria are expected as one advances.

*The Committee on Appointment and Promotion makes recommendations on candidates in the Perkins Library system but not in the Law or Medical Center libraries.

The criteria set forth are intended to serve as guidelines rather than to set boundaries on the elements of performance that may be considered. These standards of judgment will be used by the Committee on Appointment and Promotion and by the chief Library administrators when recommending or determining rank for all professional librarians except those who have faculty rank.

CRITERIA FOR PROMOTION

- I. A high quality of performance in the area of the candidate's responsibility is the one criterion essential for promotion. Ability to carry out competently and independently the range of Library functions pertaining to the candidate's particular assignment must be demonstrated. A candidate's analysis of Library problems and the formulation of effective solutions are of importance. In the evaluation of performance, the requirements of the particular job are considered, e. g., supervisory responsibility, subject specialization, instructional opportunities, etc. Also relevant are such general characteristics as dependability, judgment, accuracy, readiness to assume responsibility, ability to organize work, reactions under pressure, responses to criticism and suggestion, vitality, and relationships with other members of the Library staff and with faculty and students.
- II. Professional and academic achievement will be recognized in the consideration of candidates for promotion. Professional achievement will be determined by the breadth, depth, variety and years of training and experience an individual has had. Academic achievement will be noted by the formal degrees of the candidate, by his program of continuing education, and by his research and publication.
- III. Dedication to librarianship and participation in larger University affairs should be demonstrated. Keeping pace with professional developments is expected. Contributions to the profession and to the University by participation in conferences and professional organizations will be noted. The preparation of internal reports for the Library and work on staff committees merit consideration, as do an interest in University policy and service on University committees.

SCHEDULE FOR APPOINTMENT AND PROMOTION THROUGH THE RANKS*

Appointment to the rank of Assistant Librarian depends first upon meeting the requirements for appointment as a professional librarian.** In addition, the candidate is judged to be capable of performing the job assigned, and indicates potential for a promising career in librarianship.

Appointment to the rank of Senior Assistant Librarian normally comes when a librarian has been on the staff for three years (plus or minus six months). The candidate will have a record of successful performance of work and show promise of an extended range of professional activity in the future.

Appointment to the rank of Associate Librarian may be granted after four years in the rank of Senior Assistant Librarian. This rank requires a record of substantial success in the independent performance of more advanced and complex professional work. Evidence of broad professional and scholarly concern and achievement is expected.

Appointment to the rank of Librarian may come after five years in the rank of Associate Librarian but is reserved for those who make outstanding contributions to the Library and to the profession, either by virtue of high administrative responsibility or by distinction in a subject specialty or other professional activity.

REVISION

This document may be revised upon a two-thirds vote of a majority of the Librarians Assembly, provided the proposed amendment has been distributed to the membership of the Assembly at least ten days prior to the meeting at which it is to be considered.

*On the basis of previous experience or other special qualifications, initial appointment may be made to a rank higher than that of Assistant Librarian. Also, a particularly qualified person may be recommended for promotion, or an individual may ask for review and promotion, ahead of schedule.

**See "Criteria for Appointment of Professional Librarians."

Submitted by:	
Committee on Professional Staff Structure	May 20, 1974
Approved by:	
Librarians Assembly	May 28, 1974
University Librarian	May 28, 1974
Provost	December 10, 1974
Revised:	October 13, 1977

Duke University
Durham
North Carolina 27706

William R. Perkins Library

October 13, 1977

COMMITTEE ON APPOINTMENT AND PROMOTION

POLICY

To aid in the implementation of a ranking structure in the Perkins Library and its branches, a Committee on Appointment and Promotion (CAP) is chosen by the members of the Librarians Assembly from the Perkins system. This committee, by providing staff participation in appraising the credentials and performance of professional librarians, adds the important dimension of peer evaluation to the traditional one of administrative evaluation. We believe this sharing of responsibility for maintaining the standards of a profession is, in part, what membership in a profession entails. We also believe the committee can help keep the evaluation procedure consistent, systematic, broad-based and fair. The final authority within the Library for appointment and promotion decisions, however, continues to rest with the University Librarian.

The term "peer" is used in the present context in its broadest sense, referring to all librarians, whatever their position or rank. Any librarian may be called upon by the Committee on Appointment and Promotion for evaluative advice. But in order to guarantee that committee members have an adequate professional knowledge and familiarity with this Library and its staff, only persons who are in the top three ranks and who have been on the staff for at least two years may serve on CAP. Librarians holding faculty ranks do not fall under the provisions of the ranking structure and therefore may not serve on CAP.

Although the committee needs to be kept to a manageable size, over the years it should be able to involve a large part of the staff. A broad representation will enable more librarians to share in the responsibilities and obligations of professional appraisal. While senior staff (in point of rank or term of service) bring to the committee a greater range of knowledge and experience, younger members bring fresh insights and different perspectives.

A basic number of years in grade is suggested for each of the ranks before an individual is reviewed for promotion. The schedule provided is not rigid but should be considered the norm. A person with exceptional qualifications or growth may be recommended ahead of schedule. On the other hand, serving a certain number of years in grade does not make promotion automatic. Merit, as defined in the criteria for promotion (see "Ranking Structure for Duke University Librarians"), must be demonstrated.

The first rank culminates in either promotion or termination of employment. The first years of employment have traditionally been considered a training period, with continued employment provisional upon successful performance. An individual who, during the first three years, has not shown achievement and potential sufficient for promotion will not be retained.

Continuing appointment may be granted to persons who have seven years of service as a librarian and who have consistently exhibited continuing merit and achievement; it may be granted at any of the upper three ranks.* Because of the interrelated character of library work and the importance of demonstrating an ability to operate successfully within this particular system, persons appointed to this staff with previous experience outside the Duke Library are required to accumulate three years at Duke out of the total of seven years before they become eligible for continuing appointment.

Committee review precedes the decisions on initial appointment, promotion and continuing appointment. Additionally, at regular intervals CAP reviews the performance of persons in the top rank in order to encourage continued professional growth and achievement. Each year, for all librarians, there is supervisory review for purposes of performance appraisal, job planning, career development and salary determination.

The entire evaluation procedure is a primary means of providing professional guidance and instruction, especially for those in the early years of their careers. For this reason, the supervisor's evaluation is given to the staff member, and a conference is held for the two to discuss it. This conference is an opportunity for implementing the constructive teaching relationship between supervisor and staff member. Part of its content can be a discussion of strengths and weaknesses, potential for development and areas of improvement. It also can be an opportunity for discussing job content, performance targets and goals. The conference is conducted at the time of annual evaluation but does not take the place of informal consultation and evaluation from time to time throughout the year.

Also part of the evaluation process is the librarian's own report on his work and activities for the year, plus a self-assessment. To augment further the instructional purposes of evaluation, each person who undergoes CAP review is provided a summary of the additional evaluations the committee generates.

*Continuing appointment is defined as an institutional commitment to continuing employment, to be terminated only for adequate cause (e. g., incompetence, neglect of duty or grave misconduct on the job; retirement for reasons of age, mental or physical disability; or bona fide financial exigency) and only after due process. If a position must be discontinued for budgetary reasons, every attempt will be made to find another position within the system before the librarian is released.

See the paper, "Continuing Appointment," for a more definitive and authoritative statement on continuing appointment, the criteria by which it is granted, and the term appointments which precede it.

The concept of peer evaluation through committee review, frequently adopted in the profession as a concomitant of academic status, has been a challenging one for Duke librarians. In the implementation both merits and problems become evident. The system and its procedures should continue to undergo periodic review and be flexible enough to accommodate needed change.

IMPLEMENTATION

Function of CAP

Guided by the criteria for appointment and for promotion of librarians, the Committee on Appointment and Promotion: a) reviews the credentials of prospective new professional appointees to the staff of Perkins Library and its branches, and b) evaluates the performance, professional competence and contributions of librarians being considered for promotion in rank and continuing appointment. On the basis of its review and evaluation, the committee makes recommendations to the University Librarian.

Committee certification of the credentials of new staff members takes place before appointment and includes a recommendation of the rank to which the candidate will be appointed and the number of years of credit, if any, toward continuing appointment. CAP interviews prospective appointees who are brought to the campus. It also insures that all candidates are introduced to the provisions of the ranking system: term appointment, promotion, continuing appointment, etc., and that new appointees are more fully oriented as appropriate.

Committee evaluation for promotion takes place at specified periods for each rank or, in cases of exceptional merit, upon recommendation by the supervisor or application by the candidate for early review. Evaluation for continuing appointment comes in the seventh year of professional library experience, including three at Duke, except where special provisions for early or extended review are made in the paper, "Continuing Appointment."

Composition, term and eligibility.

The Committee on Appointment and Promotion is composed of five (5) members from the Perkins system. Two (2) members hold the rank of Librarian; two (2) members, the rank of Associate Librarian; and one (1) member, the rank of Senior Assistant Librarian.* The term of office is two (2) years, and the terms are staggered: two (2) persons going off the committee one year and three (3) persons (including the Senior Assistant Librarian), the next. Only persons who have been on the Duke staff at least two years and hold librarian (not faculty) ranks are eligible to serve on the committee. No one may serve two terms in succession. All librarians from the Perkins system are eligible to vote for committee members.

*The representation from the upper two ranks may be unevenly divided if the temporary unavailability of candidates in one of the ranks makes this necessary.

Election.

A nominating committee appointed by the Executive Committee of the Librarians Assembly nominates the Committee on Appointment and Promotion according to the composition specified above; the members of the Assembly from the Perkins system elect it. The slate of nominees is publicized at least ten days in advance of the election. Additional nominations may be made from the floor. A secret ballot is taken when there are more nominees than positions in any of the three categories.

Procedures.

The Committee on Appointment and Promotion selects its chairman each year from among its members. A quorum of four (4) is necessary for final committee recommendations. Except for credentials decisions based on Criterion 3 of the "Criteria for Appointment of Professional Librarians," which require a unanimous vote, all decisions are determined by majority vote. A committee member who feels he cannot vote on any individual case due to a conflict of interest will abstain. If a committee member resigns or becomes unable to serve for an extended period of time, the Executive Committee of the Librarians Assembly will appoint a replacement.

Documentation needed for committee deliberation is collected by the Assistant University Librarian for Personnel and Staff Development and forwarded to the chairman. In the case of credentials review, the documentation includes applications, academic transcripts and recommendations. In the case of promotion or continuing appointment review, it includes vita update and evaluation forms, job descriptions and recommendations of supervisors. The committee requests other written evaluations and information from persons designated by the librarian being reviewed and any other persons it deems appropriate. Annual supervisory evaluations are administrative documents and are a permanent part of a librarian's personnel folder. Peer or other evaluations gathered in the review process and other committee-generated documentation remain in a librarian's folder for three years from the date of notification of review decision, after which time they are destroyed by the Assistant University Librarian for Personnel and Staff Development.

Committee recommendations with underlying reasons in writing and all documentation are forwarded to the University Librarian. After consultation with his administrative and supervisory advisors and with CAP, the University Librarian makes the final decisions and informs the committee, the candidates, and the candidates' supervisors.

The committee's deliberations and documentation are confidential. After reaching his decisions the University Librarian makes available to each candidate and his supervisor the committee's recommendation with underlying reasons, plus a committee summary of the additional evaluations it collects.

Schedule, calendar, appeals.

Years in rank and years of experience toward continuing appointment are counted from July 1 of the calendar year of appointment. For persons working less than full time, these years are determined on a proportionate basis.

For example, an individual who works half time will normally take two years to accumulate one year in rank.

Promotions and continuing appointments become effective at the beginning of the fiscal year. The evaluation procedure begins in the fall of the preceding year. Salary evaluations, based on updates of the fall supervisory evaluations, take place closer to the beginning of the new fiscal year.

A detailed schedule and calendar of procedures in the appointment and promotion process are found in the paper, "Continuing Appointment." Provisions for appeal are described in the "Regulations of the Duke University Libraries."

Revision of this document.

This document may be revised upon a two-thirds vote of a majority of the members of the Assembly from the Perkins system, provided the proposed amendment has been distributed to the membership of the Assembly at least ten days prior to the meeting at which it is to be considered.

Submitted by:	
Committee on Professional Staff Structure	May 20, 1974
Approved by:	
Librarians Assembly	May 28, 1974
University Librarian	May 28, 1974
Provost	December 10, 1974
Revised:	October 13, 1977

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SUPERSEDES

TITLE LIBRARIAN I GRADE

BASIC FUNCTION AND RESPONSIBILITY

To perform beginning level professional library work in accordance with established principles, procedures and policies.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

- Establish classification and subject entries; examine, verify, classify and catalogue printed materials in accordance with procedures and systems.
- Maintain, review and revise card files, records and information retrieval systems.
- May supervise processing of library materials, circulation activities and collection maintenance.
- Compile bibliographies, conduct searches and research; prepare exhibits and displays as required.
- Assist students, faculty and other users of the library in locating information, interpret and communicate established library policies and procedures, provide reference, research and information services.
- Advise and assist supporting staff in performing work assignments.
- Act as group leader or supervise staff in performance of the routine and clerical operations of a section.
- Train students and supporting library staff.
- Participate in the selection, acquisition, discarding of printed materials.
- May contact vendors to discuss and order materials.
- Attend and participate in department, Institute and professional committee activities, meetings, conferences and the like to keep abreast of professional developments in library science and to contribute to individual professional growth and competence.

SUPERVISION RECEIVED

Supervision is received from higher ranking professionals.

SUPERVISION EXERCISED

Functional supervision is exercised over biweekly staff.

QUALIFICATIONS

- A Master's degree in Library Science is necessary.
- A reading knowledge of one or more foreign languages may be necessary.
- Some knowledge of library principles, practices and skills gained through previous work experience in a library is desirable.
- A degree in a specific subject discipline may be necessary.

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CLASSIFICATION CODE

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SUPERSEDES

TITLE LIBRARIAN II

GRADE _____

BASIC FUNCTION AND RESPONSIBILITY

To perform professional library work of a difficult nature, requiring originality and independent judgement, or be responsible for a small unit.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

Establish classification and subject entries; examine, verify, classify and catalogue printed materials requiring originality and independent judgement.

Create, proofread and revise card files and records; establish and maintain information retrieval system; prepare and maintain inventory records.

Supervise the processing of library materials, circulation activities and collection maintenance.

Compile bibliographies, conduct searches and research, plan and prepare displays and exhibits.

Assist unit heads in planning, administering department policies, procedures and operations.

Prepare memoranda, reports and correspondence as required.

Advise, instruct, lecture, train supporting staff and students in a subject area or in the application of professional library skills.

Supervise lower ranking librarians and supporting staff in completing work assignments, including planning, scheduling and reviewing work.

May be responsible for the selection of materials to be purchased, acquired or discarded; contact vendors to discuss and order materials.

Assist students, faculty and other users of the library in locating information; interpret and communicate library policies and procedures, provide information, reference and resource services.

Attend and participate in department, Institute and professional activities, meetings, conferences and the like to contribute to individual professional growth and competence.

Participate in related functions that contribute to the individual's professional growth and competence.

Participate in discussing, advising and consulting with academic department heads, faculty, administrative staff on the selection and acquisition of printed materials and other media.

This description is intended to indicate the kinds of tasks and levels of work difficulty that will be required of positions that will be given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of any supervisor to assign, direct and control the work of employees under his supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.

SUPERVISION RECEIVED

Supervision is received from a senior ranking librarian or the administrator of a functional library unit or division.

SUPERVISION EXERCISED

Functional supervision is exercised over biweekly staff and/or assistant librarians.

QUALIFICATIONS

A Master's degree in Library Science is necessary.

Reasonable demonstrated knowledge of library skills gained through employment as a professional librarian is necessary.

A reading knowledge of one or more foreign languages may be necessary.

A degree in a specific subject discipline may be necessary.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

FLSA DESIGNATION

EEO CODE

ISSUED

SUPERSEDES

TITLE LIBRARIAN III

GRADE _____

BASIC FUNCTION AND RESPONSIBILITY

To perform complex professional library work requiring the application of advanced skills, originality and independent judgement.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

- May function as an assistant to head of a major library division.
- May supervise the activities of professional and supporting staff including planning, assigning, instructing and reviewing work assignments.
- May evaluate performance; may recommend salary increases, the hiring, promotion and termination of staff.
- Maintain a library collection including the selection, evaluation, appraisal, purchase and organization of printed materials and other media.
- Assist users of the Library in locating information and utilizing the resources and services of the library. Interpret and communicate library policies and procedures.
- Direct and assist lower ranking professional and supporting staff in completing difficult assignments as required.
- Discuss, consult and advise academic department heads, faculty, administrative staff on the selection and acquisition of printed materials and other media. Provide reference and resource services as required.
- Prepare memoranda, narrative and statistical reports. Represent the department in correspondence and communications with other institutions, organizations, donors and the like.
- Train and orient staff and students.
- Lecture and instruct in a subject area or in the development and application of professional library skills and techniques.
- Participate in or direct the activities of department, Institute and professional organization and committees, conduct independent research, publish articles or books, conduct seminars and the like which contribute to the profession and advancement of individual professional growth and competence.
- May perform any of the activities assigned to lower ranking professional staff.

This description is intended to indicate the kinds of tasks and levels of work difficulty that will be required of positions that will be given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of any supervisor to assign, direct and control the work of employees under his supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.

SUPERVISION RECEIVED

General supervision is received from the Librarian or administrator of the functional unit or division.

SUPERVISION EXERCISED

Functional and administrative supervision is exercised over administrative and biweekly staff.

QUALIFICATIONS

A Masters degree in Library Science is necessary.

Considerable demonstrated knowledge of library skills gained through employment as a professional librarian is necessary.

A reading knowledge of one or more foreign languages may be necessary.

Some knowledge or experience in administration and supervision of personnel may be necessary.

Relevant post-graduate training gained through formal education, membership in a professional organization, research in a related subject area or the like is desirable. A degree in a specific subject discipline may be necessary.

CLASSIFICATION DESCRIPTION
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

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ISSUED

SUPERSEDES

TITLE LIBRARIAN IV

GRADE

BASIC FUNCTION AND RESPONSIBILITY

To direct and supervise the operations and administration of a major division or department of the MIT Libraries.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

- Direct and supervise the activities of professional and supporting staff personnel of a major division or service of the Institute Libraries including planning, assigning, coordination, instructing and reviewing basic work assignments.
- Evaluate performance, recommend salary increases and the hiring, promotion and termination of staff.
- Develop, implement and interpret policies, operation systems and procedures to library staff and users of the libraries.
- Participate in preparation of library budget, including purchase of equipment, supplies, printed materials. Monitor expenditures against budget.
- Plan, organize and maintain a major library collection, including the selection, evaluation, acquisition, appraisal and purchase of printed materials and materials in other media.
- Serve as a primary resource in assisting and directing professional and supporting staff in completing difficult assignments. Perform or advise on the most difficult reference, cataloguing, indexing and bibliographic problems and projects, requiring the application of advanced professional library principles, practices and techniques.
- Review, discuss and advise Institute officers, faculty, department and laboratory heads on major planning, purchasing and administrative activities and problems, and provide reference and resource services as required.
- Advise, instruct, train and lecture library staff, Institute staff, new employees, students and other users of the libraries in a subject area and the development and application of library skills and techniques.
- Participate in the development of short and long range plans for utilization of building space, development and maintenance of special collections, services, libraries and the like.
- Prepare memoranda, narrative and statistical reports; plan exhibits and displays.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES (Continued)

Conduct and participate in professional association conferences and meetings.

Provide significant contributions and innovative concepts related to the advancement of the profession, and academic discipline or status of the Institute through independent research, the development of new and original library practices and techniques, the publication of articles, books and the like.

Represent the Institute Libraries at public functions and in communication with outside institutions, organizations, foundations, government agencies and the like.

May perform any of the activities assigned to lower ranking professional staff.

SUPERVISION RECEIVED

Direction is received from Assistant Director of Libraries.

SUPERVISION EXERCISED

Functional and administrative supervision is exercised over administrative and biweekly staff of a major division of the M.I.T. Libraries.

QUALIFICATIONS

A Masters degree in Library Science is necessary.

Extensive demonstrated knowledge of library skills gained through employment as a professional librarian is necessary. A subject related degree is desirable. A knowledge of systems analysis and computer techniques applicable to library operations is desirable.

Reasonable knowledge or experience in administration and supervision of personnel is necessary.

A reading knowledge of one or more foreign languages may be necessary.

Relevant post-graduate training gained through formal education, memberships in a professional organization, research in a related subject area or the like is desirable.

Harvard University

HARVARD UNIVERSITY LIBRARY

**RANKING AND APPOINTMENT SYSTEM
FOR LIBRARIANS**

(Revised, May 1976)



University Library Personnel Office
1976

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RANKING AND APPOINTMENT SYSTEM FOR LIBRARIANS

On 1 July 1973 the Harvard University Library implemented a ranking and appointment system for the professional staff. This system, proposed by an elected Study Committee on Professional Library Personnel, was approved by the University Librarians' Council (since reorganized as the University Library Council) and the Council of Deans of Harvard University. The chief provisions of the system are provided below. The complete report on which the system is based was published in *HUL Notes*, no. 156 (25 November 1971) and *Harvard Library Bulletin*, v. XXI, no. 3 (July, 1973), pp. 298-311.

A. Ranks

The ranking and appointment system provides for three ranks of librarians. All librarians holding appointments in Harvard University are assigned a rank with the exception of the Director of the University Library and the chief librarian of each Faculty.

Descriptions and qualifications for each of these ranks are as follows:

Librarian I

Definition: Librarian I is the beginning rank. It is for persons whose duties require a knowledge of basic professional skills and techniques or specialized linguistic or subject competency. The librarian in this rank generally works under supervision and follows established procedures and policies. As experience is gained, supervision will lessen, and the librarian is expected to suggest and assist in implementing new solutions to problems. Some responsibility for supervision and training of supporting staff, although ordinarily not of other librarians, may be assigned. The maximum amount of time in this rank is normally four years.

Criteria for appointment: The librarian appointed to this rank normally possesses a graduate degree in library science and/or an advanced degree in a subject field. Generally, the person has little or no professional experience as a librarian.

Librarian II

Definition: Librarian II is the rank for persons whose duties require a degree of specialization in a linguistic, technical, subject, or administrative area. A librarian in this rank normally works under general direction and takes responsibility for development and implementation of new policies, programs, and services. Supervision of a small- or medium-sized library unit; advanced bibliographical or reference work; development of collections; and the application of special techniques are characteristic duties of librarians in this rank. This may be a career rank.

Criteria for appointment: The librarian appointed to this rank normally possesses a graduate degree in library

science and/or an advanced degree in a subject field. Appointment to this rank also is based on proven competence as observed in several years of previous experience in librarianship or closely related professions.

Librarian III

Definition: Librarian III is the rank for persons whose duties require a mastery of an area of librarianship, such as collection development, technical processing, management, systems planning, specialized reference and bibliographical work, or supervision of a medium- or large-sized library unit. Duties are performed independently with general responsibility for results.

Criteria for appointment: The librarian appointed to this rank normally possesses a graduate degree in library science and/or an advanced degree in a subject field. The librarian in this rank must have demonstrated continual professional growth in specific areas of librarianship. Normally, nine years of professional experience are required for appointment to this rank.

B. Review and Appointment Procedures

Upon joining the staff, each librarian is appointed to the appropriate rank as described in Section A. Thereafter, periodic reviews of the performance and duties of each librarian take place as a basis for recommending continuation of appointment and/or advancement in rank. Although every effort is made to complete reviews at the specified times, in some cases a review may not be completed precisely on schedule and the librarian under review is so informed. These reviews are carried out by the person or persons to whom the individual under review is responsible. The reviews result in a written record which the librarian under review may read and comment upon if desired. As shown in the calendar below, the opinions of at least two additional persons, such as library colleagues or faculty members, are included in consideration of a change in rank. Following are the provisions for length of appointments in each rank and the review calendar:

Appointment	Rank	Review and Appointment Procedure
One-year	Librarian I	6 months prior to expiration: written evaluation with decision to reappoint for a second one-year appointment or not to reappoint.
One-year	Librarian I	6 months prior to expiration: written evaluation with decision to reappoint for a two-year term or not to reappoint.

Appointment	Rank	Review and Appointment Procedure
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Two-year	Librarian I	1 year prior to expiration: written evaluation optional upon request of individual or evaluator.
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6 months prior to expiration: substantial review with consideration of opinions of at least two additional persons (one of whom may be chosen by the librarian being reviewed), accompanied by a recommendation to reappoint with rank of Librarian II or not to reappoint.

Five-year	Librarian II	
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After 1 year: written evaluation

After 2½ years: consideration for promotion to Librarian III: if recommended, substantial review with consideration of opinions of at least two additional persons (one of whom may be chosen by the librarian being reviewed), accompanied by a recommendation to appoint as Librarian III after the third year of the five-year appointment or continue as Librarian II. Appointment as Librarian III includes an appointment of unspecified duration.

After 4 years: written evaluation at request of individual or evaluator.

After 4½ years: substantial review with consideration of opinions of at least two additional persons (one of whom may be chosen by the librarian being reviewed), accompanied by a recommendation to reappoint with rank of Librarian III (unspecified duration), Librarian II (unspecified duration), or not to reappoint.

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Appointment	Rank	Review and Appointment Procedure
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Unspecified Duration	Librarian II	Substantial review after four years (every five years thereafter) to determine promotion to Librarian III. Review before the completion of four years is not excluded.
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Unspecified Duration	Librarian III	Review after four years (every five years thereafter).
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It should be noted that a librarian normally spends three and one half years as Librarian I before consideration for advancement to Librarian II and four and one half years as Librarian II before consideration for advancement to Librarian III. However, early promotion is possible for those persons who have excelled in performance and demonstrated professional growth, and whose positions have grown in complexity and responsibility.

Due to unusual circumstances, e.g. funding uncertainties, length of appointments may not conform to the above provisions. Also, a librarian with previous experience outside Harvard may receive an initial appointment for a term less than that shown above. After suitability for the position is demonstrated, the appointment is renewed for the normal term.

C. Discussion of evaluations

A librarian who receives a written evaluation with which he or she disagrees may respond to that evaluation in writing. Additionally, the librarian may discuss the evaluation with the appropriate immediate supervisor and request written amplification, to which the supervisor should respond within two weeks. When the evaluation has involved the opinions of two or more additional persons, the librarian being evaluated may request these opinions in writing and a discussion with those persons. If not then satisfied, the librarian may discuss the evaluation with the appropriate Faculty Librarian and request a written response, which should be given within two weeks. If the librarian continues to be dissatisfied, he or she may request a joint meeting with the Dean of the appropriate Faculty and the Director of the University Library or their representatives.

D. Appointment regulations

Librarians should be aware of the following statements in University Statute No. 3 on Officers and Staff of the University: "All other Officers [i.e., Officers other than professors and associate professors] are appointed for a specified term, or for terms of unspecified duration subject to the right of the University to fix at any time the term of such an appointment." This means, for example,

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that if as a result of a reorganization a position is abolished, the University may fix the term of the appointment of the person filling that position.

University Statute No. 3 also provides that "Officers who hold professional or administrative appointments are subject to removal from such appointments by the Corporation for grave misconduct or whenever, in its opinion, their duties are not satisfactorily discharged."

E. Promotion

Although ranks are held by individuals and not assigned to positions, the levels of responsibility of some positions imply limitations on promotion. Some positions are appropriately held only by a Librarian I; others would allow promotion to Librarian II, but not beyond. Thus, in some cases a librarian has to change positions in order to advance in rank at Harvard. In other cases, the responsibilities and duties of positions may be expanded to allow further promotion. Upon appointment, the librarian is made aware of the promotion possibilities that exist in the position at that time.

Due to the varied nature of library positions, the criteria and the weight given to each criterion in recommending promotion differ from position to position. Of primary importance in every position, however, is the quality and, in some cases, quantity of performance of the assigned duties and responsibilities. Other criteria are:

Professional growth and activity, which includes participation in professional associations and societies, attendance at seminars and institutes, and investigation of related activities in other library systems;

Continued education, which includes the taking of academic courses, the pursuit of advanced degrees, the acquiring of new language skills;

Research and publication;

Service to the larger community, which includes participation in University Library activities, teaching courses, and service to the local community.

F. Positions supported by special funds

Librarians whose positions are supported by grants or other special funds are given one-year appointments until continuation of income for their salaries is assured. The ranking system applies to these individuals in terms of promotion and salary. If the funding for those positions is stabilized, those librarians are given the type of appointments normal to their ranks. Librarians whose positions are supported by grants or special funding are made fully aware of this fact upon appointment.

If the funding or appropriation directly supporting a librarian's position is expanded, reduced, or not renewed before the expiration of the appointment, the University Library administration endeavors to locate another position for the affected individual for the remainder of the appointment.

G. Salaries

Salary ranges for each rank of librarian are approved by the Council of Deans and are reviewed and published annually. The mean and median salaries in each range are also published annually.

Additional copies of this pamphlet can be obtained from the University Library Personnel Office, Widener 186, Harvard University, Cambridge, Massachusetts 02138.

SELECTION, RETENTION AND PROMOTION
OF THE LSU LIBRARY FACULTY
May 3, 1977

The policies stated below are set forth to implement, for the Library Faculty, Appendix C of the Faculty Handbook that pertains to "Recruitment, Retention, Promotion and Tenure of Faculty Members" (Revised December 31, 1975), and in accordance with PS-36, "Selection, Retention, and Promotion of Faculty" (Effective December 1, 1976). Nothing stated below should be construed as superseding or negating those rules and regulations.

I. Library Governance

The Director of the Library shall be the Chief Administrative officer of the LSU Library and shall be the officer through whom recommendations for appointment, promotion and tenure are forwarded to the appropriate University administrators. The Library shall be considered a single unit for purposes of appointment, promotion and tenure. The librarians appointed as academic staff and who shall hold the rank of General Librarian or higher shall constitute the Library Faculty.

II. Library Appointment and Promotion Committee (LAPC)

All tenured Library Faculty shall constitute the Library Appointment and Promotion Committee (LAPC); the Director of the Library shall act as ex-officio Chairman of LAPC and shall convene the Committee from time to time, as matters relating to its function merit. The purpose of LAPC shall be to review, to evaluate and to recommend to the Director those faculty members eligible and being considered for appointment, reappointment, promotion and/or indeterminate tenure. The recommendations of LAPC shall be considered by the Director in formulating the recommendations that the Director forwards to the appropriate University authority.

Although all tenured members of the Library Faculty shall be members of the LAPC their specific participation shall be limited as follows:

1. All LAPC members shall participate in the selection and appointment process of library faculty. Voting on appointments shall be limited to those at or above the rank at which the appointment is to be made.
2. All LAPC members shall participate in the decision making process leading to the granting of indeterminate tenure.
3. Only LAPC members of a rank higher than the individual being considered for promotion shall participate in the decision making process leading to recommendations for promotion to higher rank.

The LAPC Chairperson shall designate subcommittees as necessary in order to effect the responsibilities and functions of LAPC, e.g., to review candidates for appointment to gather data, to report to the committee of the whole, etc. The Chairperson shall solicit the advice and recommendation of the LAPC, a "yes" vote by two-thirds (2/3) of those eligible to vote being a favorable vote, and shall forward the majority opinion, along with significant minority opinion, with his own recommendations and comments, to the appropriate University administrator.

III. Library Faculty Ranks

A. Titles

The ranks of Library Faculty are as listed below with corresponding equivalent academic rank:

<u>Library Rank</u>	<u>Equivalent Academic Rank</u>
General Librarian	Instructor
Assistant Librarian	Assistant Professor
Associate Librarian	Associate Professor
Librarian	Professor

B. Definitions and Criteria

1. General Librarian

The beginning rank for librarians who:

- a. have either a master's degree in library science or a fifth year library degree from an American Library Association accredited degree program, or the equivalent professional credentials or a graduate degree in other professional or scholarly fields when appropriate
- b. have less than three years appropriate experience

Initial appointments for General Librarians shall be made for the remaining portion of the current fiscal year; reappointments will be made for one fiscal year periods subject to annual review. Upon reappointment after three years of satisfactory service, tenure for General Librarians shall be of indeterminate duration.

Tenure Although indeterminate tenure may be obtained at this rank, it should be granted only after an individual exhibits immediate potential for promotion to Assistant Librarian.

2. Assistant Librarian

This rank is for librarians who have had at least two years of appropriate library experience, whose performance has

met and fulfills the requirements for operational standards, whose professional development, research and/or creativity and service have been satisfactory, and who shows potential for meeting the criteria for promotion to Associate Librarian.

Tenure Initial appointments for Assistant Librarians shall be for a period not to exceed three years. Upon reappointment at the end of three years of satisfactory service, tenure of Assistant Librarians shall be of indeterminate duration.

Time in rank as General Librarian shall count towards tenure for Library Faculty promoted to Assistant Librarian.

3. Associate Librarian

This rank is for academic librarians who have at least three years of service at the Assistant Librarian level who have excelled in performance as Assistant Librarian, whose professional development, research and/or creativity shows continued development, and who have rendered consistent service to the Library, the campus, the University and/or the community. Librarians in this rank must have demonstrated continual growth in specific areas of librarianship such as administration, collection development, technical processing, specialized reference or bibliographic work or other special areas.

Associate Librarians must be formally reviewed for promotion to Librarian at least every five years.

Tenure Indeterminate tenure may accompany initial appointment to Associate Librarian. However, initial appointment may be for a period not to exceed three years; reappointment at the end of three years satisfactory service shall be of indeterminate duration. Normally indeterminate tenure accompanies promotion to this rank.

4. Librarian

This rank is for academic librarians who have had at least five years service at the Associate Librarian level, whose job performance as Associate Librarian has been consistently superior, whose professional development, research and/or creativity or service have resulted in the attainment of state, regional or national recognition in the library profession and whose prominence in their field of service or specialization reflects their superior achievements.

Tenure As per the rank of Associate Librarian.

IV. Representative Criteria for Appointment, Promotion and Tenure

An appointment to the LSU Library Faculty requires the academic preparation that is evidenced by the possession of the professional library degree, a specialization in an academic discipline necessary to support the educational, teaching and research mission of the University, and the potential for continued academic and professional growth and development necessary for promotion.

The general qualifications for reappointment and/or promotion include:

A. Job Performance

A member of the library faculty must be, first and foremost, an effective librarian in the position she/he fills on the library staff. Evidence of effective accomplishment of professional responsibilities is provided by position description and evaluations made in relation to them. Additional evidence may be provided by:

1. descriptions of innovative procedures, publications relative to performance, etc.
2. evaluation by library users and colleagues

B. Professional Development, Research and/or Creativity

A member of the Library Faculty who is responsive to the demands of his/her profession should make contributions through professional development, research and/or creativity. Evidence might include:

1. professional growth through additional formal or continuing education
2. preparation of scholarly bibliographies, catalogs, indexes, reviews or exhibits
3. presentation of papers or lectures at conferences, symposia, etc.
4. receipt of fellowships, grants, awards or other special honors
5. publication or research including that in process

C. Service

A member of the Library Faculty is expected to assume service obligations. Fulfilling these obligations enhances the value of the librarian as a member of the university and library community. Evidence of this concern might include such activities as:

1. participation in professional or scholarly societies
2. service on academic, professional or scholarly committees
3. professional consultation
4. community service in organizations outside the University and/or outside the profession that enhances the image of the University.

V. Selection, Retention and Promotion Processes

A. Selection

Recruitment and appointment of all Library Faculty shall be done in accordance with the University's commitment to be in compliance with all affirmative action and equal employment opportunity guidelines, and in keeping with the University's policy against inbreeding. When feasible, candidates shall be recruited from the national pool of librarians in order to obtain the widest choice of candidates.

Recommendations for new appointments to the Library Faculty shall be made to the appropriate University administrator by the Director after seeking advice and recommendations from LAPC (see Appendix A).

B. Reappointment and Tenure

PS-36 sets forth the following policy regarding tenure for Library Faculty:

6. Professional library staff having equivalent faculty rank are governed by the following policies with respect to tenure. Initial appointments for Senior (General) Librarians shall be made for one year, subject to annual renewal. Upon reappointment after three years of satisfactory service, tenure of Senior (General) Librarians shall be of indeterminate duration. Initial appointments for Assistant Librarians shall be for a period not to exceed three years. Upon reappointment at the end of three years of satisfactory service, tenure of Assistant Librarians shall be of indeterminate duration. Library Assistants may not achieve tenure. Appointment to other Library ranks shall be under terms indicated on the appointment papers.

Initial appointments to the Library Faculty are made from the first working day in the Library until June 30. All other term appointments are made on a fiscal year basis, July 1 to June 30 and are subject to annual review. PS-36 Operating Procedures state:

For persons hired at any time other than the beginning of the academic or fiscal year, the first year of service will be understood as the first full academic or fiscal year completed, unless some agreement to the contrary is reached by the individual and the University. (PS-36 Operating Procedures, Revision: 0, p.2)

PS-36 Operating Procedures further state:

6. Non-Reappointment. Written notice of non-reappointment will ordinarily be given to full-time faculty members according to the following schedule:
 1. For an employee on an initial one-year appointment at least 90 days before the end of the appointment.
 2. For an employee whose term appointment is ending in the second year of service, at least six months before the end of the appointment.
 3. For an employee whose term appointment is ending in the third or subsequent year of service, at least 12 months before the end of the appointment...

Failure on the part of the University to meet the suggested time schedule above shall not constitute reappointment.

(PS-36 Operating Procedures, Revision: 0, pp. 3-4)

Indeterminate tenure appointments are made only at the beginning of of the fiscal year following three years satisfactory service (See Appendix A).

C. Promotion in Rank

Advancement within the Library academic ranks shall be by promotion. Recommendation for promotion shall be made to the appropriate University administrator by the Director after receiving advice and recommendations of LAPC. Recommendations for reappointment and promotion in rank shall be processed according to Appendix A.

APPENDIX APROCEDURES FOR SELECTION, RETENTION, AND PROMOTION OF THE LSU LIBRARY FACULTY

The procedures set forth below are designed to implement the "Selection, Retention and Promotion Policy of the LSU Library Faculty" dated May 1, 1977 and to be in accordance with Appendix C of the Faculty Handbook on "Recruitment Retention, Promotion and Tenure of Faculty Members" (revised December 31, 1975) and PS-36 "Selection, Retention, and Promotion of Faculty" (effective December 1, 1976). Nothing outlined below should be construed as superseding or negating those policies and regulations.

I. SELECTION

Recruitment and appointment of all Library Faculty shall be done in accordance with the University's commitment to be in compliance with all affirmative action and equal employment opportunity guidelines and in keeping with the University's policies regarding inbreeding.

- A. The Director of the Library shall appoint a Search Committee made up of Library faculty members suited to recruit, to screen and to recommend qualified candidates to fill vacant positions. From a selected group of the most qualified candidates, the Director shall choose the candidate who best suits the needs of the Library and present the candidate's credentials to LAPC for their consideration.
- B. The Chairman of the Search Committee shall preside over a meeting of members of LAPC at or above the rank of the recommended initial appointment of the potential faculty member. LAPC shall review the candidate's qualifications for appointment to the LSU Library Faculty and make a recommendation to the Director. A vote of two-thirds (2/3) of LAPC members eligible to vote shall constitute a favorable recommendation.

It will be the duty and responsibility of all LAPC members to familiarize themselves with the candidates' qualifications and to participate in the LAPC appointment considerations.

- C. The Director will forward LAPC's recommendation along with his own recommendation for appointment to the appropriate University administrator. Significant opposition will be noted.

II. RETENTION AND PROMOTIONA. First Week in October

1. The Assistant to the Director publishes a "Roster of Library Faculty." This Roster will include name, library rank, library position, date of appointment to library, date of appointment to rank, etc.
2. The Assistant to the Director prepares and distributes to all Library Faculty a "Reappointment and Promotion Review List" consisting of faculty who must be reviewed:
 - a. all librarians with expiring term appointments
 - b. all General Librarians eligible for promotion to Assistant Librarian
 - c. Assistant Librarians eligible for fifth year review
 - d. Associate Librarians eligible for fifth year review

NOTE: Faculty members who have met at least minimum time requirements for promotional consideration or who are between five year review periods may be eligible for promotion but will not appear on this list. Faculty in this category may be recommended to LAPC for review by their immediate supervisor or by any member of the Library Faculty above the rank of the faculty member being so recommended. These recommendations shall be properly documented.

3. All librarians who must be reviewed or who are recommended to LAPC for review prepare appropriate materials for dossiers as designated in Appendix B of the Library Promotion Policy.
4. The Director of the Library appoints two people to serve on each of the following LAPC Sub-committees. After these appointments are announced, a third member eligible to serve on the Sub-committee shall be elected to each Sub-committee by the members of LAPC. Following the announcement of the election results, each Sub-committee elects a chairperson.
 - a. Reappointment and Tenure Review Sub-committee

Three members of LAPC to coordinate the review and recommendation of those faculty members being considered for reappointment and/or indeterminate tenure.
 - b. Assistant Librarian Promotion Sub-committee

Three members of LAPC, not being reviewed for promotion, to coordinate the deliberations for those being reviewed for promotion to Assistant Librarian.

c. Associate Librarian Promotion Sub-committee

Three members of LAPC holding the rank of Associate Librarian or higher, not being reviewed for promotion, to coordinate deliberations for those faculty members being reviewed for promotion to Associate Librarian.

5. The Librarian Promotion Sub-committee shall consist of all faculty of Librarian rank. They shall elect a Chairperson to coordinate their deliberations for those faculty members being reviewed for promotion to Librarian.

B. By the 15th of October

1. Faculty members being considered for reappointment and promotion shall submit pertinent dossier materials to the Assistant to the Director for routing to the appropriate Sub-committees and for review by qualified LAPC members.
2. Sub-committee chairmen shall request written statements from the faculty members' immediate supervisor.
 - a. Such statements will stress the work capabilities and effectiveness of the job performance of the candidate. These statements should not dwell on professional contributions such as publications, society memberships, etc., because this data will be in evidence in the faculty dossier. It is incumbent upon supervisory personnel to elucidate those aspects of job performance which contribute to a candidate's suitability or unsuitability for promotions but which may not be known by a large segment of the faculty.

C. By second week of November

1. Sub-committees insure that all faculty dossiers are complete and ready for inspection (see Appendix B).
2. Notification of LAPC members that dossiers are ready for inspection.
 - a. All LAPC members review the dossiers of all faculty being considered for reappointment and/or indeterminate tenure.
 - b. Those LAPC members holding the rank of Assistant Librarian shall review the dossiers of General Librarians eligible for promotion to Assistant Librarian.
 - c. Associate Librarians review the dossiers of General Librarians and Assistant Librarians eligible for promotion.

- d. Librarians review the dossiers of all faculty eligible for promotion.

NOTE: When LAPC members review dossiers, the criteria for promotion set forth in the Library Promotion Policy shall be used as guidelines for evaluation. It is the responsibility and duty of all Library Faculty to become knowledgeable about the qualifications of those being recommended for reappointment and/or promotion and to participate fully in the review process.

D. The first week in December

1. The Director of the Library convenes the Library Appointment and Promotion Committee for the purpose of colleague review and evaluation. The agenda items will include:
 - a. Review of term appointment faculty for reappointment and/or indeterminate tenure.
 - b. Review of those faculty eligible for promotion to Assistant Librarian.
 - c. Review of those faculty eligible for promotion to Associate Librarian.
 - d. Review of those faculty eligible for promotion to Librarian.
2. The Director shall call for consideration of agenda item 1.
 - a. The chairman of the Reappointment and Tenure Review Sub-committee, with the help of the other Sub-Committee members, shall preside over the review, discussion and vote of the LAPC members eligible to participate in this review.
 - b. A vote shall be taken to determine the recommendation for reappointment and/or indeterminate tenure.

NOTE: Review votes of LAPC shall be conducted by secret ballot; ballots shall be counted by the appropriate Sub-committee. A yes vote of two-thirds (2/3) of those eligible to vote shall constitute a favorable recommendation.

3. The Director shall call for consideration of agenda item 2.
 - a. The chairman of the Assistant Librarian Promotion Sub-committee, with the help of the other Sub-committee members, shall preside over the review, discussion and vote of the LAPC members eligible to participate, in this review.

- b. A vote shall be taken to determine the recommendation for those being considered for promotion to Assistant Librarian.
- 4. The Director shall call for consideration of agenda item 3.
 - a. The chairman of the Associate Librarian Promotion Sub-committee, with the help of the other Sub-committee members, shall preside over the review, discussion and vote of the LAPC members eligible to participate in this review.
 - b. A vote shall be taken to determine the recommendation for those being considered for promotion to Associate Librarian.
- 5. The Director shall call for consideration of agenda item 4.
 - a. The chairman of the Librarian Promotion Sub-committee, with the help of the other Sub-committee members, shall preside over the review, discussion and vote of the LAPC members eligible to participate in this review.
- E. During the second week of December
 - 1. The four Sub-committees of LAPC shall make written confidential reports to inform the Director of the results of the votes taken and to summarize the discussions pertinent to each candidate eligible for review. The Sub-committees shall list pertinent data for each candidate favorably recommended. Significant opposition shall be noted.
- F. During the first week in January
 - 1. After reviewing the recommendations reported by the four LAPC Sub-committees the Director shall make recommendations regarding reappointment, tenure and promotion to the appropriate University administrator. The LAPC recommendation and significant opposition shall accompany the Director's recommendation.
 - 2. The Director of the Library shall inform the members of LAPC the results of the LAPC considerations and of the names of those recommended for reappointment and promotion.
 - 3. Those not recommended for reappointment shall be so notified in writing by the Director.

APPENDIX B

GUIDELINES FOR LIBRARY FACULTY PROMOTION AND TENURE DOSSIERS

All dossiers should present an assessment of all appropriate activities at Louisiana State University and elsewhere. Dossiers prepared for the promotion decision should clearly designate which activities and accomplishments have taken place since the faculty member's last promotion.

The purpose of the dossier is to provide the evidence which will substantiate the candidate's performance, professional development, research and/or creative activities and service. Evidence should include any material which documents the candidate's accomplishments. Documents which provide an evaluation of the quality are particularly important. Evaluations included in the dossier must identify the area judged. Since the dossier is prepared by the candidate rather than by the supervisor, it is the candidate's responsibility to provide all the materials which support his/her nomination.

All dossiers should be divided into the following sections:

- I. General Summary
- II. Performance
- III. Professional Development, Research and/or Creative Activities
- IV. Service

I. General Summary

The candidate must prepare and insert the following into the dossier:

- 1. Promotion and Tenure Dossier Checklist (sample attached)
- 2. A summary statement about performance, professional development, research and/or creative activities, and service.

The appropriate Library Appointment and Promotion Committee (LAPC) Sub-committee is responsible for adding the following to the dossier:

- 3. The LAPC Sub-Committee statement (including a report of exact votes) and the Sub-committee's summary evaluation of the candidate's performance, professional development, research and/or creative activities, and service (to be supplied after LAPC appointment and promotion meeting).
- 4. The Director's recommendation (to be supplied prior to forwarding dossier to appropriate University Administrator).

II. Performance

This section of the dossier must contain evidence of the candidate's performance as a librarian. Evidence submitted in this section should be selected to present as complete a description as possible of the

characteristics and of the quality of the candidate's performance. The primary purpose of the evidence presented in this portion of the dossier is to document the quality of the performance.

This section must contain:

1. Comprehensive descriptions of positions held (arranged by year, current one first)
2. Performance evaluations in the above positions (arranged by year, latest one first)

The immediate supervisor or the person recommending promotion must prepare and insert the following into the dossier:

3. An evaluation statement of the candidate's performance. Such a statement will stress the work capabilities and effectiveness of the performance of the candidate. These statements may touch on but should not dwell upon professional development, research and/or creative activities and/or service; this data should be in evidence elsewhere in the dossier. It is incumbent upon supervisory personnel to elucidate those aspects of job performance which contribute to a candidate's suitability or unsuitability for re-appointment or promotion but which may not be known by a large segment of the faculty.

In addition this section might contain:

4. Descriptions of innovative procedures developed or copies (or abstracts) of publications which are relevant to performance (e.g. handbooks, procedure manuals, etc). Developmental work on procedures and manuals are sometimes difficult to classify as evidence of performance or as evidence of research. Procedural publications, operational plans, and similar material, which may represent many hours of creative work, are normally included as evidence of performance. Innovative efforts, including unsuccessful approaches, should be described.
5. Evaluations of the quality of the procedures and publications submitted in 3 above which are written by someone other than the candidate.
6. Evaluations by library users and colleagues. Letters or notes included should be written to someone other than the candidate. Evaluations by colleagues based on first-hand observations are of particular significance.
7. Any other relevant evidence of the quality of performance.

III. Professional Development, Research and/or Creative Activities

This section of the dossier should contain evidence of the candidate's professional development, research and/or creative activities.

This section might include, but need not be limited to, such material as:

1. A list of all advanced education in addition to the MLS including formal and/or continuing education. Copies of transcripts, certificates, letters of completion, etc. may be included.
2. Copies of the candidate's research and/or creative publications, (e.g. articles, reviews, monographs, bibliographies, catalogs, indexes, exhibits, etc.). Generally, procedural publications are considered as research only when the work has a conceptual or theoretical orientation.

The exact status of each publication should be noted if the status is ambiguous. For example, articles which have been officially accepted by an editor or publisher should be identified as "in press". Articles which have been submitted for editorial review, but which have not been accepted or which have been accepted subject to revision should be identified as "submitted" or "under editorial review". Work in progress should be so labeled. Normally, work in progress will be of little relevance in the promotion process, but may be relevant to the tenure decision.

3. Copies of conference papers and lectures presented by the candidate with the identity of the sponsoring agency and the date given.
4. A summary of fellowships, grants, awards, etc. applied for and/or granted. The candidate's statement may include excerpts from proposals and reports submitted to funding agencies as supplemental descriptions of the candidate's current and future endeavors.
5. A summary of contributions to classroom activities. These may range from occasional guest lectures in a course to the teaching of an entire course.
6. Any evidence of other professional development, research and/or creative activities (e.g. attendance at conferences and meetings, reports of meetings, etc.).
7. Any other available and relevant evidence of the quality of the material supplied in this category.

IV. Service

This section of the dossier should contain evidence of the quality and level of participation in professional, administrative, and community affairs.

This section might include, but need not be limited to, such material as:

1. A summary of memberships in all professional associations with dates of membership; elected or appointed positions held with level of position (i.e., local, state, regional, national, international) and dates of office. Enter full names of the associations.
2. Copies of programs of conferences arranged or chaired, workshops presented, panel discussions, etc., with identity of sponsoring organization and date performed.
3. A summary of professional consulting projects including a brief description of the scope of each.
4. A summary of service on library and university committees.
5. A summary of other services performed.
6. Any other relevant evidence of the quality of the material supplied in this category.

LIBRARY FACULTY PROMOTION AND/OR TENURE DOSSIER CHECKLIST

For a full explanation of each item on the checklist, refer to the Guidelines for Library Faculty Promotion and Tenure Dossiers. Items I, 1-4 and II, 1 and 2 are required in all dossiers; the remaining parts of the dossier will vary in content and format, depending upon the individual librarian's activities and documents.

I. General Summary

- ___ 1. Checklist (required)
- ___ 2. Candidate's summary statement (required)
- ___ 3. LAPC Sub-committee statement (required)
- ___ 4. Director's recommendation (required)

II. Performance

- ___ 1. Position descriptions (required)
- ___ 2. Immediate supervisor's performance statement (required)
- ___ 3. Innovative procedures, handbooks, etc.
- ___ 4. Evaluation of the quality of items submitted in 4 above
- ___ 5. Evaluations by library users and colleagues
- ___ 6. Other evidence of the quality of performance

III. Professional Development, Research and/or Creative Activities

- ___ 1. Advanced education in addition to MLS
- ___ 2. Copies of research and/or creative publications
- ___ 3. Copies of conference papers and lectures
- ___ 4. Summary of fellowships, grants, and awards
- ___ 5. Other evidence of professional development, research and/or creative activities
- ___ 6. Other evidence of the quality of the material submitted in this category

IV. Service

- ___ 1. Summary of memberships
- ___ 2. Copies of conference and/or workshop programs
- ___ 3. Summary of professional consulting projects
- ___ 4. Summary of service on library and university committees
- ___ 5. Summary of other services
- ___ 6. Other evidence of the quality of the material submitted in this category

(Signature of Candidate)

(Date)

(Signature of Supervisor)

(Date)

(Signature of Director of the Library)

(Date)

UNIVERSITY LIBRARY POLICY WITH RESPECT TO APPOINTMENT AND PROMOTION OF LIBRARY FACULTY

According to University Rules and Regulations the "University Libraries shall facilitate the program of instruction and research in all units of the University to the fullest practicable extent." (Page 50.3, para 1.41). Since academic librarians both participate in and give support to the educational and research programs at Rutgers they possess rank equivalency with the faculty thus guaranteeing "a) equivalence in salary, b) equivalence in tenure, c) equivalence in academic rights and responsibilities, d) comparable standards and procedures for appointment and promotion and granting of tenure, and e) guarantees of academic freedom and due process." (Page 60.1)

Rank-Titles. The following grades in the professional library staff are recognized in the University Rules and Regulations (Page 60.1, para 3.14) as ranking relatively to each other in the following order and equivalent with the corresponding ranks of officers of instruction in order:

- a. Librarian I (equivalent to Professor I)
- b. Librarian II (equivalent to Associate Professor)
- c. Librarian III (equivalent to Assistant Professor)
- d. Librarian IV (equivalent to Instructor)
- e. Librarian V (equivalent to Assistant Instructor)

Position-Titles. In addition to the ranks specified above, librarians also have position titles which indicate their particular roles in the operation of a library and its functions.

Page 50.9, para. 3.30 of the University Rules and Regulations states:

"Promotions to higher ranks may be made in recognition of teaching effectiveness, scholarly or creative activity, research accomplishments, professional activity, and general usefulness to the University. The weight to be given to each of the factors will be determined in the light of the duties required and to be required of the appointee."

Librarians, because of their specialized role in the academic community, are members of a distinct, but integral division within the University. Their functions differ in part from those of the teaching and research faculties; therefore, librarians must be subject to standards governing appointment and promotion that reflect their identity.

"A University statute governing promotions must be general. It should be emphasized that the divisions of the University which have different goals, functions, and specialty areas must formulate their own policies, within the framework of the statute, to ensure equitable treatment for their respective members."⁽¹⁾ The following policy fulfills this requirement for the University Library System.

A. Policy

1. Appointment as a Librarian

For appointment as a Librarian I - IV a candidate must possess a graduate library degree from an accredited school of librarianship or information science in the United States, or an equivalent degree from a graduate school in a foreign country. Other advanced degrees may be required for appointment.

2. Other Academic Appointments in the Library

When necessary, candidates without the library degree may also be appointed to fill special needs. However, these other academic appointments will be made with regular faculty titles. The librarian rank titles will not be used in such cases. Such appointments should be the exception and not the rule.

An initial appointee to any academic or Librarian rank should be judged according to the same criteria as in the established promotion process.

CRITERIA

1. Professional Service in the Library: This includes a summary and evaluation of a person's performance in a particular position in a particular unit in the Library, as well as of a person's overall ability not necessarily connected to any particular position or unit in the Library. Professional service may include systematic development of one or more areas of the library's resources and collections; cataloging, classifying, or otherwise extending bibliographical control over one or more areas of the library's collections; providing guidance and assistance in the use of the library's bibliographical apparatus and collections; providing formal instruction in research methods and library use; organizing or managing the operations of a library department, a branch library, or other library unit.

(1) Policy with Respect to Academic Promotions, approved by the University Senate May 19, 1969.

In addition to consideration of those professional accomplishments some consideration must be given to factors influencing personal effectiveness. The ability to work effectively is extremely important in academic library positions. Factors to be considered include: (a) analytic skills and ability to make decisions; (b) ability to delegate authority and responsibility; (c) ability to instruct and supervise; (d) ability to accept constructive criticism; (e) independence and initiative; (f) creativity, originality and ingenuity. The effective librarian accepts responsibility, contributes to planning and decision making where possible and continuously evaluates his own performance.

2. Scholarly and Creative Activity: The function of the University Libraries, which is to facilitate the instructional and research programs of the University, can only be effectively performed by librarians who are conversant with the fields of librarianship and other academic disciplines.

3. Research Accomplishments: Research accomplishment is a result of scholarly activity. It is measured most commonly by publications. However, this should not imply that all research work need result in published material. For librarians, recognition should also be given to the bibliographical research performed in support of the research of others including the development of research collections. Internal studies and reports when they present new ideas or incorporate research should also be considered.

4. General Usefulness: As a participant in University affairs, the faculty member is expected to contribute to the effective operation of the University library unit in which he serves, to serve on University committees and to attend University functions. An important gauge of his general usefulness is his flexibility demonstrated by the number of different positions he might be able to fill within the library unit and University library system. Another is his ability to represent the University and the Library conscientiously and accurately in outside activities.

Recognition is given those librarians who participate in community activities, or provide other special services, particularly when such service or participation has relevance to their position in the library or is related to the mission of the University.

Professional activity is important in librarianship, as in other professions in which progress and advancement are closely related to association activities. Evidence of such participation includes offices held, committee appointments, papers presented. The candidate's activities should be examined for evidence of achievement or leadership in his field and the development or utilization of new approaches and techniques for the solution of professional problems.

APPLICATION OF CRITERIA

The several criteria described above are not mutually exclusive, but rather overlapping and complementary. It should be noted that the criteria are expressed in terms of the individual's accomplishments and not in terms of earned degrees, although these are important.

Those faculty members who have made the most important contributions to the University and have discharged their duties with the greatest distinction will be considered for promotion. Continued growth and continued contributions are required for all ranks. Advancement to a higher rank is not automatic.

It should be emphasized that the second sentence of the statute is of great importance. The weight to be given to each of the factors involved in judging promotion will differ, for the several members of the faculty will necessarily have different duties.

Although no general statement of duties can be formulated, each member of the faculty is entitled to know the duties required of him and, at least in a general way, the weight to be given the various factors for promotion in rating of these duties. Such information must be supplied by the Librarian of the particular library and/or the University Librarian upon appointment.

One of the responsibilities of the head Librarian as set forth in the University Rules and Regulations, is "to evaluate periodically members of his department and report his evaluations as required; ... to see that adequate supervision, advice, and training are afforded new members of the department and other members who might profit thereby; and generally to promote the effectiveness of the department, college, and University by every appropriate means." Since these are duties required of a head Librarian, no junior member of the staff should hesitate at any time to discuss with his Librarian the quality of his own services and the outlook for his future. Indeed, he can probably be of real help to his Librarian by taking the initiative from time to time in raising such questions with him.

It is exceedingly difficult to measure and judge the various areas of activity. Judgment in these matters can be made only by qualified colleagues. It is for that reason the recommendations for promotion are initiated at the individual library level, considered by the Advisory Committee on Appointments and Promotions within the University Library, passed upon by the University Librarian, and reviewed by the Senior Vice President for Academic Affairs and the President. By this process, it is hoped that all significant information with respect to the services and accomplishments a faculty member is rendering within the Library system, within his scholarly field, and within the University will

be brought out and compared with the services and accomplishments of other colleagues having the same or similar duties.

Such subjective judgment by persons competent to evaluate duties, responsibilities, services and accomplishments will protect the interest of the librarian himself, the Library, the University, and the students better than any objective rating that could be devised.

The full implementation of this policy is, of course, difficult. It is important that once it has been decided what a particular individual's area of responsibility is to be, he be judged with respect to the duties given him. Thus the person who is primarily a public service librarian should be judged on his public service; a research librarian on his research; a technical services librarian on his technical service accomplishments; an administrative librarian on his ability to develop and manage that area of the Library system committed to him. Whether in an administrative or supervisory position or not, all people demonstrate management ability or lack of it, in the way they use their own time and ability or in the way they organize work, space, and make optimal use of available resources. Evidence of effective professional service would include: (a) the evaluations of the candidate's colleagues, particularly those who work closely or continuously with him; (b) the opinions of faculty members, students, or other members of the University community, on the collection developed or the service provided by the candidate; (c) the opinions of librarians elsewhere who function in the same specialty as the candidate; (d) the utility of techniques applied or procedures developed by the candidate. In most cases, judgment will be a matter of balance among factors rather than an exclusive emphasis on one.

Term Appointments (University Rules and Regulations, page 60.1)

Appointments to the rank of Librarian V, Librarian IV, and Librarian III are made for limited terms with the understanding that unless action on reappointment or promotion is taken, they automatically lapse at the end of the period of appointment.

Appointments at the Librarian IV and V level are essentially temporary in nature and for this reason the University limits these to three successive reappointments.

Tenured Appointments

The most critical step in the promotion process is the step from Librarian III to Librarian II, since this appointment normally involves academic tenure, and means in effect that the University has abandoned its freedom of action with respect to the retention of a particular individual. After one has attained

an associate professorship, he still has freedom to resign, but the University no longer has freedom to dismiss, except for cause set forth in charges and proved before an appropriate committee of his peers.

For this reason the greatest care should be exercised in promoting faculty members to the rank of associate professor. To attain this rank, a person must be adjudged to be someone who can be counted on to participate with his colleagues in the determination and formulation of University policy and development with respect to his field of scholarship. There is probably something rather different in kind as well as in quality to be sought in an associate professor as distinct from an assistant professor.

In the case of suggested promotions to a rank carrying with it academic tenure, it is desirable to obtain comparisons of a person's effectiveness with respect to his colleagues in this University, and also his professional standing with respect to colleagues in his field elsewhere.

PROMOTION TO LIBRARIAN I

A full professorship is the highest academic rank. An individual promoted to this rank should have met with distinction one or more of the criteria indicated previously, and have made substantial progress beyond that for which he was recognized at the associate professor level.

LIBRARIAN III ON TENURE

There is a provision that a Librarian III who is re-appointed after serving his probationary period thereafter enjoys the privilege of tenure. It should also be understood that such an appointment ordinarily indicates that the individual might continue indefinitely as a Librarian III. Such cases should be exceptions rather than the rule.

While some promotions to higher rank have been made in the past from among assistant professors on tenure -- and presumably, some will be made in the future -- these cases must be regarded as exceptions to the general principle set forth above, and are not to be regarded as invalidating the implication, properly drawn, that a person appointed to an assistant professorship on tenure should not expect to receive further advancement unless conditions, departmental or personal, undergo alteration.

B. Implementation

1. Advisory Committee on Appointments and Promotions

There shall be an Advisory Committee on Appointments

and Promotions. (University Rules and Regulations, Page 50.13, Paragraph 4.24) This committee shall consist of four members, two to be appointed by the University Librarian and two to be elected annually by the professional library staff. Membership shall be limited to persons with tenure, or to librarians who have been at the assistant professor level or higher for six or more years. The duty of this committee will be to make recommendations to the University Librarian on appointments, reappointments, promotions, retirements, and general personnel policies and procedures. This will include recommendations concerning the granting of tenure at the Librarian III level and appointments or promotions at Librarian II and Librarian I. The Committee may also on its own initiative make suggestions on personnel matters to other administrative officers.

2. Committee of Review

There shall also be a Committee of Review (University Rules and Regulations, Page 50.12, Paragraph 4.23) consisting of not more than four nor less than two members, and subject to the same membership provisions as the Advisory Committee on Appointments and Promotions. This committee shall have advisory powers only. It may report to the University Librarian, or the Senior Vice President for Academic Affairs, or the President, or the Governors, and may also at its discretion make reports for the information of the faculty. The duty of the committee shall be to counsel and advise any librarian who seeks such advice with respect to any problem affecting his status as a member of the University. The committee may also on its own initiative make suggestions on personnel matters to other administrative officers.

C. Promotion Procedures

Recommendations for promotion will be processed as required by the University Rules and Regulations governing such procedures. (Page 60.2)

Recommendations will consist of the elements listed below:

1. A Promotion Information Form, giving basic data concerning education, previous appointments within the Rutgers University Library System, and related information.
2. A Promotion Rating Form, including the precise recommendations made concerning appointment, reappointment, promotion, or non-reappointment.

3. Three Letters of Recommendation, from suitable qualified persons, for each person recommended for promotion into or within the ranks carrying academic tenure.

The University Librarian will forward the necessary materials to the Advisory Committee on Appointments and Promotions. The Committee's recommendations and ratings, and the materials on which they are based, are then returned for the University Librarian's consideration.

If he wishes to make a favorable recommendation to the Provost, he shall submit his own rating with all other documentation. The denial of a promotion recommended by the University Librarian shall be accompanied by an explanatory statement by the individual or group responsible for the denial.

If the University Librarian reaches an adverse decision, he shall indicate the reasons to the candidate and to the Advisory Committee on Appointments and Promotions orally or in writing as requested by the candidate within two weeks of the final determination and abiding by the time schedule. (University Rules and Regulations, Page 50.10, Paragraph 3.56)

D. Retroactive Application

The rights and status of those professional librarians employed in the existing grades before adoption of the preceding document in May 1970 in the Rutgers University Library System shall be secure.

THE UNIVERSITY OF MICHIGAN
UNIVERSITY LIBRARY

University of Michigan

SC - P29
January 9, 1973

STAFF CIRCULAR No. P29*

SUBJECT: Classification System for Academic Staff

(1) Effective July 1, 1972, the classification system for academic staff of the University Library has been revised as described herein.

(2) The classification system is composed of four levels:

Grade levels

Assistant Librarian
Associate Librarian
Senior Associate Librarian
Librarian

A number of positions that bear the heaviest administrative responsibilities in the Library are outside the classified system.

(3) Responsibility for making recommendations to the Director on the classification level of academic positions, Assistant Librarian through Librarian, is assigned to a Classification Evaluation Committee that will be governed by the following provisions:

(a) The Committee will include six elected members chosen by librarians with regular appointments, and the Assistant for Personnel and Staff Development as a permanent ex officio member. The Assistant for Personnel and Staff Development will cast a vote in committee decisions only in case of a tie among the elected members. Of the six elected members, three will be from the Technical Services Department and three from the Public Services units of the University Library.

(b) Each elected member will serve a three-year term, with the terms staggered so that one Technical Services member and one Public Services member will be replaced each year. A member completing a three-year term will be eligible for nomination and election to another term only after a three-year interval.

(c) The committee chairman is elected to a one-year term by the six committee members serving during a given year.

(d) A primary election will be held in October and a general election in November of each year. In the primary three candidates will be nominated for the Technical Services seat and three for the Public Services seat. The winner of each seat will then be selected in the November general election and will take office as of January 1.

(e) On the primary and general election ballots each voter, regardless of whether he is in Technical Services or Public Services, will vote for one candidate for the Technical Services seat and one candidate for the Public Services seat. The primary ballot will list those persons already on the Committee and those ineligible to serve because of a recently-completed term. The top three vote-getters for each seat in the primary will be listed on the ballot for the general election.

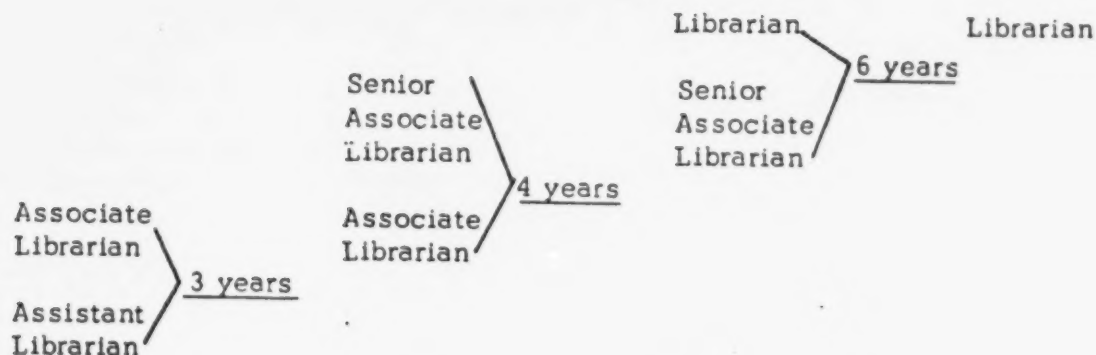
(f) Elections will be conducted by the Director's Office.

(4) The Classification Evaluation Committee will review a position classification whenever, in the view of the incumbent staff member or his supervisor, the duties and responsibilities of the position have changed significantly. Such review, however, may not be requested more often than once a year. Before the review is undertaken the staff member will be notified and will be offered an opportunity to present a current revision of his position description. This revision must be approved by his supervisor. If reclassification in such cases is denied by the Committee, the staff member will be offered an opportunity to meet with the Committee to appeal the decision.

Periodically, even if no review is requested, the Committee will review all positions that have not been reviewed for the preceding three years to determine whether or not the duties and responsibilities of these positions have changed sufficiently to warrant reclassification.

(5) The classification system for academic staff will continue to be essentially a classification of positions with the qualifications representing the minimum requirements for the performance of the duties of the position; however, the system also incorporates the principle that each position may be performed at a significantly higher level than is described in the basic position description as a consequence of the incumbent staff member's experience and personal professional development. To reflect this range in performance, staff members in each grade level except that of Librarian will be reviewed for promotion to the next grade level after an appropriate number of years of experience in a specified position. The basis for the review in such an instance is not change in the duties or responsibilities of the position but the outstanding professional growth of the incumbent as determined by a well-defined system of professional evaluation. When such a promotion has occurred and the position subsequently becomes vacant it will return to its basic classification level at that time.

The experience required at each grade level before a staff member may be considered for promotion in the same position is as follows:



While only one promotion is allowed for each position, the incumbent in any position is eligible to apply for a vacant position at a higher level at any time, and thereby seeks promotion more rapidly or beyond the range of levels for which the basic position is classified. (As mentioned above, it is also possible to request review of any position, once during the fiscal year, by the Classification Evaluation Committee to determine whether the basic position itself would be more appropriately classified at another level.)

See SC - P30 for procedures for promotion. Promotions based on demonstrated professional growth will become effective on the staff member's anniversary date.

(6) Pay raises for reclassifications due to change of duties will be effective as soon as possible after approval by the Director of the recommendation of the Committee.

(7) The Classification Evaluation Committee will have responsibility for making recommendations to the Director for revision of the existing classification system, including the Chart for Classification Evaluation, the charts displaying the point system and the grade scale for determining grade levels, and other aspects of the basic system.

(8) The Classification Evaluation Committee will be responsible for making recommendations regarding the distribution of information about the system, and for insuring that all academic staff members are informed of its provisions.

Frederick H. Wagon

54 Director

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CHART FOR
CLASSIFICATION EVALUATION
OF ACADEMIC POSITIONS

The University of Michigan Library

JOB FACTORS	FIRST DEGREE	SECOND DEGREE	THIRD DEGREE	FOURTH DEGREE	FIFTH DEGREE
I. JOB REQUIREMENTS A. Education (Academic background required to perform at professional librarianship level; skills acquired during training are noted separately in I.B. below.)	Graduation from an accredited library school with an A.M.L.S. degree; OR requisite specialized education. 5	Graduation from an accredited library school with an A.M.L.S. degree, plus reading knowledge of one requisite language or working knowledge of two requisite languages; OR requisite specialized education, plus one requisite language. 9	Graduation from an accredited library school with an A.M.L.S. degree, plus reading knowledge of two requisite languages or working knowledge of three requisite languages; OR requisite specialized education, plus two requisite languages. 16	Graduation from an accredited library school with an A.M.L.S. degree, plus reading knowledge of three requisite languages or working knowledge of four requisite languages, or graduation from an accredited library school with an A.M.L.S. degree, plus an undergraduate degree or major in the requisite subject field; OR requisite specialized education, plus three requisite languages. 29	Graduation from an accredited library school with an A.M.L.S. degree, plus a master's degree in the requisite subject field; OR requisite specialized education including a master's degree in the requisite subject field. 50
B. Experience (Knowledge, skill, or technique resulting from experience in a given area or areas of professional library work.)	Less than two years of requisite specialized experience; OR less than three years of general experience. 15	Two years of requisite specialized experience; OR three years of general experience. 27	Three years of requisite specialized experience; OR four years of general experience. 48	Four years of progressively advanced requisite experience. 87	Five years of progressively advanced requisite experience. 150
II. JOB CONTENT A. Problem-Solving (Responsibility for recognizing, defining, and resolving problems arising from the work situation and/or as a result of inquiries from other library staff members and the public. The complexity, number, and scope of the problems are considered. (Independence of performance allowed in problem-solving is noted separately, under III. below.))	Responsibility for solution of simple problems occurring in standardized and repetitive procedures, and requiring little imaginative interpretation. 25	Responsibility for solution of problems occurring in repetitive and complex, or varied and simple procedures, and requiring analytical ability and imaginative interpretation. 45	Responsibility for solution of problems which are usually clearly defined, occurring in varied and complex procedures, sometimes involving simultaneous solution of several problems, and requiring analytical ability and a moderate degree of resourcefulness. 80	Responsibility for solution of complex and non-repetitive problems occurring in broadly defined procedures, involving simultaneous solution of many problems, and requiring imagination, resourcefulness, and analytical ability in the definition and solution of the problem. 145	Responsibility for solution of numerous and simultaneous problems occurring in broadly defined procedures, requiring a high degree of imagination, resourcefulness, and analytical ability, and considerable time to interpret and coordinate reports and other information gathered from various sources as assistance. 250
B. Supervision and Management (Responsibility for the work of others in a supervisory capacity [selecting, training, scheduling, disciplining, and evaluating personnel and controlling quality of work,] and/or in a managerial capacity [participation in the establishment of library procedures, policies, and objectives; and planning, organizing and coordinating the work of others to carry out the procedures and policies,] the kind and extent of supervision or management given are considered.)	Responsibility for the quality and accuracy of one's own work, with only occasional and minor supervisory responsibility for the work of others. 15	Responsibility for the initial training and extending general supervision of the work of personnel in a functional group in the performance of assigned tasks within established general practices. 27	Responsibility for the direct or indirect supervision of the work of personnel in a functional group, and including managerial responsibility for setting and accomplishing work goals, and for making decisions which affect the procedures and policies of the functional group supervised. 48	Responsibility for making many managerial decisions often complex and possibly broad in scope, frequently resulting in changed procedures or policy within the functional group or groups supervised, and occasionally resulting in the formulation of Library-wide policy. 87	Responsibility for making numerous managerial decisions usually complex and broad in scope, frequently made under pressure of time and importance, and often resulting in the formulation of Library-wide policies and objectives. 150
C. Relationships with Others. (Extent and relative difficulty and importance of contacts requiring the interpretation of the Library's collection and services, or library policies; includes contacts with other library staff members and with the public [students, faculty, visitors, non-library staff of the University, representatives of other institutions, and businesses], with respect to the effect these contacts may have on library and University relations; includes common forms of communication: personal, telephone, correspondence.)	Occasional contacts with staff members of other departments or divisions of libraries on matters involving standardized procedures; OR contacts of a purely routine nature with students and faculty in a public service position. 15	Frequent contacts with staff members of other divisions, departments or divisions of libraries on matters involving standardized procedures; OR contacts with all categories of the Library's public on matters involving standardized procedures. 27	Frequent contacts with staff members of other divisions, departments or divisions of libraries on matters which tend to be complex; OR contacts with all categories of the Library's public in circumstances involving the possible loss of good will through misunderstanding or mishandling (however, an immediate or higher supervisor has direct responsibility for maintaining harmonious relationships.) 48	Frequent contacts with staff members of other divisions, departments or divisions of libraries on matters which tend to be complex; AND contacts with all categories of the Library's public in circumstances involving the possible loss of good will through misunderstanding or mishandling (however, an immediate or higher supervisor has direct responsibility for maintaining harmonious relationships.) 87	Frequent contacts with staff members of other divisions, departments or divisions of libraries on matters requiring coordination of a succession of contacts; AND contacts with all categories of the Library's public, with direct responsibility for creating and maintaining good public relations for the library. 150
III. INDEPENDENCE OF PERFORMANCE (Extent of independence and degree of freedom of action, as measured, for example, by the degree of immediate and continuing review of work performance.)	Independence to perform within detailed instructions or close supervision, with work product, if any, always checked; no responsibility for setting work goals. 25	Independence to perform within established procedures, with work product frequently checked; some responsibility for setting work goals. 45	Independence to perform within established procedures, with work product occasionally checked; occasional responsibility for setting work goals and methods of accomplishment. 80	Independence to perform in a broad assignment, with work product rarely checked; frequent responsibility for setting work goals, and wide latitude in freedom to choose methods of accomplishment. 145	Within Library policy, complete independence to perform, to set work goals, and to choose methods of accomplishment. 250



SUBJECT: Personnel Classification Schemes in the SUNY-Albany Libraries

There are five personnel categories in all SUNY libraries: management confidential; non-teaching professional; academic; state civil service; student assistants. Although the same five categories exist on every SUNY campus, every category may not in fact be used in every SUNY library. However, no SUNY library has any employee who is not in one of these five categories.

The management confidential category is defined as excluded from all bargaining units. No SUNY library has more than one such position; all SUNY libraries do not have one. The position of Director of Libraries at the four university centers (Albany, Binghamton, Buffalo, Stony Brook), the two medical centers (Upstate, Downstate), and the four year colleges (Brockport, Buffalo, Cortland, Fredonia, Geneseo, New Paltz, Old Westbury, Oneonta, Oswego, Plattsburgh, Potsdam, Purchase, Utica/Rome, Empire State) are management confidential having been so declared by the New York State Public Employees Relations Board (PERB) either by stipulation between SUNY and the bargaining agent (university and medical centers) or as a result of formal adversary hearings and decision based thereon.

The non-teaching professional (NTP) category is one subset of the SUNY wide professional services bargaining unit which includes as its other subset all academic personnel (including librarians). In SUNY libraries non-teaching professionals are: para-professionals; programmers, administrative assistants; personnel specialists; etc. Attached is a form used by SUNY-Albany to assign or change NTP salary grades.

The third category is academic and includes all positions in the SUNY-Albany library for which an MLS is required and for which no comparable (i.e. not in librarianship) degree is acceptable. For librarians there are four ranks, in ascending order: Assistant Librarian, Senior Assistant Librarian, Associate Librarian, Librarian. Promotions are a function of peer review and there is eligibility for tenure at all ranks although in practice few if any will be tenured at the rank of Assistant Librarian.

The fourth category is the state civil service (A.K.A. classified service). The titles, grades and general job descriptions (class specifications) are controlled by the State Civil Service Commission. Most SUNY libraries have the following titles and grades: Clerk (3), Typist (3), Stenographer (5), Senior Clerk-Library (7), Senior Stenographer (9), Principal Clerk-Library (11). Appointments at grades and titles higher than five are usually competitive requiring examination and prior service at a lower grade and are governed by the "rule of three." All civil service positions are covered by state-wide bargaining agreement.

SUBJECT: Personnel Classification Schemes in the SUNY-Albany Libraries

The fifth category is student assistants whose wage scales are hourly and whose rates vary from campus to campus. Some campuses provide automatic increases for continuing and satisfactory service. Details of recruitment, selection, compensation, etc. vary from campus to campus.

C. James Schmidt
Director of Libraries
December 12, 1977



STANFORD UNIVERSITY
RANKING AND APPOINTMENT SYSTEM FOR
LIBRARIANS

On September 1, 1976, Stanford University implemented Academic Staff status for librarians. This program was approved by the Provost and President of the University upon recommendation of the University Library Council. The major provisions of the Academic Staff personnel program for librarians are described below.

A. APPOINTMENT PROCEDURE AND RANKS

The ranking and appointment system provides for four ranks of librarians. All librarians (except Assistant Directors, Associate Directors and Directors) holding salaried appointments in the system of coordinate libraries at Stanford University are assigned a rank in the Academic Staff-Libraries.

Incumbents of each of the ranks independently provide library services in areas of collection development, bibliographic organization, interpretation, services or administration of library collections, separately or in combination, to faculty, staff, students, and visiting scholars.

1. Appointment to Academic Staff-Libraries

Initial appointment is made to one of the four ranks of Academic Staff-Libraries described below. This initial appointment may be made for one or more fixed terms up to a maximum of six years duration, or may be made on a continuing basis so long as programmatic needs continue and there is not just cause, including unsatisfactory performance, for dismissal. No Assistant Librarian, Associate Librarian, or Senior Librarian appointed to a salaried position at half-time or more shall serve at Stanford in any one rank or combination of the four ranks for more than six years on a fixed-term appointment.

Movement from fixed-term to continuing status requires a significant review and its approval depends on the fulfillment of the criteria stated for the appropriate rank and on demonstration of a potential for future growth. In cases of non-renewal of a fixed-term appointment, a minimum of three months notice will be given. Longer notice will commonly be given.

Librarians whose positions are supported by special funds are notified of the length of their term at the time of appointment. In such cases, additional notice is not required.

2. Ranks

a. Assistant Librarian

Incumbents of this rank display professional competence and ability by carrying out responsibilities within assigned areas. Judgment is used in interpreting library and University policies, and in planning and developing assigned tasks.

The emphasis at this rank is on professional growth and learning, and appointment is always on a fixed-term basis.

b. Associate Librarian

Incumbents of this rank display significant professional competence and ability by carrying out responsibilities within assigned areas. Independent judgment is used in interpreting library and University policies, and in planning and developing assigned tasks.

Incumbents are expected to display full, expert and independent performance of responsibilities.

c. Librarian

An incumbent of this rank exercises advanced bibliographic, administrative, or managerial skills. He/she is expected to interpret library and University policies and to make recommendations toward development of those policies. An incumbent may be assigned the responsibility for independently planning and executing the integration of library programs and personnel. He/she normally has a great deal of external contact in carrying out the responsibilities of the position.

Incumbents of this rank display a high level of professional competence and ability by carrying out responsibilities within relatively broad areas of public, technical, or collection development service, and by participating in professional activities outside their official sphere of activity.

d. Senior Librarian

An incumbent is expected to make unique professional contributions as a result of expertise in the bibliographic activities of a special form, language or geographic area which, for example, may require frequent contact with faculty and University officers, to have the ability to define and administer policies, to carry out complex analytical work on procedures for major aspects of a library's operation, to carry out substantial administrative responsibilities, or to participate in formulating and establishing national bibliographic standards.

Incumbents of this rank must display an exceptionally high level of professional development. Substantial experience in a position of extensive responsibility or evidence of outstanding scholarship is among the primary characteristics of this rank.

B. ASSIGNMENT OF RANKS AND PROMOTION

The category of Academic Staff-Libraries includes those professional positions which require application of the theory and practice of librarianship and information sciences in order to provide the development of, bibliographic control of, instruction in the use of, or access to the library collections of the University.

1. Assignment of Rank

Depending on the nature of its responsibilities, a position may be limited to only one rank or may have the potential for promotion to other ranks of Academic Staff-Libraries. For example, among those assigned substantial administrative responsibilities, a senior officer -- normally a major department chief -- would generally be a Senior Librarian, while the head of a research branch library would generally be a Librarian without the possibility of promotion in the same position. In positions without substantial administrative responsibilities, the required level of expertise and responsibility may be flexible, allowing for assignment of one of several ranks as appropriate. For example, a reference librarian or cataloger may be initially appointed as an Associate Librarian and, as a result of continuing professional development, may be moved to the Librarian level, assuming that the needs of the library allow and require it.

Thus, in some cases a librarian must change positions in order to advance in rank at Stanford while in other cases the responsibilities and duties of a position may be expanded to allow promotion within the same position. In either case, it is the responsibility of each library director to discuss with the librarian the limitations and opportunities for promotion within the position.

2. Promotion

Promotion within the Academic Staff-Libraries may occur in two ways. First, a librarian may be promoted to a vacant position at a higher rank. In such instances, the librarian will compete for the position under the normal search and selection procedure for all appointments to the Academic Staff-Libraries.

Second, promotion may occur in a position with a flexible level of responsibility as described above. In such cases, movement to the next highest rank depends on fulfillment of a number of criteria. Of primary importance is recent level of performance of assignments which must be clearly at a level above the requirements of the current rank as described in this document. In addition to the primary considerations of the level of responsibility and expertise required by the library and the individual's performance of recent assignments at a higher level, recommendations for promotion may consider additional factors which indicate professional growth, increased stature within the profession, etc. Such factors may include, for example, participation in professional associations, attendance at seminars and institutes, continued education, research and publication, and service to the Stanford community. Such activities, however, are relevant to promotion decisions only if they demonstrably contribute to improved library services to the University.

C. PERFORMANCE APPRAISAL

The purpose of appraisals is to document in a fair and consistent manner the contribution which each professional makes to the program of the libraries, to contribute to planning in the libraries by means of individual goal-setting, and to enable librarians to see relationships between their performance and responsibilities and their compensation.

Appraisals for librarians must be submitted annually to the appropriate library director. These appraisals are completed following guidelines designed to insure adequate scope in the evaluation.

The recent level of performance of assignments and the resulting contributions to the programs of the libraries carry the greatest weight in performance appraisal. A performance evaluation will generally emphasize qualitative aspects of an assignment; quantitative measure may also be relevant. An evaluation should include subject and technical aspects of an individual's responsibilities as well as administrative/managerial aspects when appropriate, and it will evaluate the previous year taken as a whole and not focus solely on one instance of weak or strong performance. Attainment of additional graduate degrees, publications of scholarly articles, contributions to professional associations, and other such activities outside the library are important aspects of a librarian's professional activity and should be described in the appraisal. Such activities, however, are relevant to salary determination, only if they demonstrably contribute to improved library services to the University.

In order to complete a full evaluation of all aspects of a librarian's work when a librarian is being considered for promotion or appointment to continuing status, an evaluator may decide to consult with colleagues of the individual to gain a broader perspective. In such cases, the supervisor should discuss his/her plans with the individual who may wish to suggest the names of others to be consulted; such persons may include professional or support staff in any library department, faculty and University staff as long as they are selected on the basis of substantial professional relationships rather than social or casual professional contacts. Such evaluations should be written, must be based on the current job responsibilities and the Academic Staff-Libraries criteria for appointment and promotion, and ought to make comparative judgments among peers of the librarian rather than simply critical or complimentary comments.

D. SALARY SETTING

Guidelines for merit increase recommendations are normally transmitted from the Provost's Office to University departments in February. For librarians, these guidelines typically indicate the ranges of appropriate merit increases which may be recommended given the limits on University resources for the coming year. Included in the guidelines are instructions that all recommendations for merit increases must reflect an individual's performance as documented in the latest performance evaluation.

With the implementation of Academic Staff-Libraries, salary curve ranges are being used to insure a logical pattern of salary distribution and to convey to librarians the context in which their individual salaries should be viewed. Curve ranges are designed to provide flexibility in salary administration so that an individual's rate of compensation reflects such things as performance, length of career development, and level of responsibility.

Use of the curve ranges requires computation of an individual's Years of Applicable Experience and determination of the relative level of performance as described in performance evaluations. The area between the lines representing maximum and minimum salaries may be divided into three fairly equal areas. As a

general rule, the lowest third is used for salaries of new-hires or newly-promoted librarians and those performing at a satisfactory level. The middle zone is used for salaries of librarians whose performance over time at Stanford has been very good. The top third is used for salaries of librarians with exceptional performance at Stanford. Salaries which fall above or below the limits described by the appropriate curve range are exceptions which must be approved by the Provost's Office.

Judgments required for placement in the curve ranges are made in the manner described in the section on performance appraisals in this document. This is clearly not a process which is subject to scientifically determined predictions or explanations, but rather reflects a number of subjective judgments of relative merits and contributions to the University's academic program. Every effort must be made to insure adequate communication so that the basis for classification, evaluation and compensation is well understood by every librarian.

Following are descriptions of the salary setting process which takes place in each library at Stanford University.

1. Hoover Institute

Recommendations for the individual librarian salary increases are submitted by the Head of Technical Services, the Head of Reader's Services, the Archivist, or respective Curator of the different collections to the Associate Director in Charge of Library and Archives. Specific recommendations are made on the basis of low, medium or high performance by each individual librarian who is compared with others at his or her rank and type of responsibility. Each individual case is discussed by the department head making the recommendation with the Associate Director. Salary increases are judged also on a comparative basis among the Western language library, archival, East Asian collection and curatorial staffs in order to avoid disparities. The Associate Director in Charge of Library and Archives, after consulting again with each department chief, discusses all recommendations with the Associate Director responsible for personnel before submitting them to the Director of the Hoover Institution for final recommendation to the President of Stanford University.

2. Jackson Library

In the J. Hugh Jackson Library (Graduate School of Business), the Department Head is asked to submit recommendations for each librarian under his/her jurisdiction concerning merit increases to the Library Director. In departments in which the Head does not directly supervise the work of a librarian, the immediate supervisor should be consulted about the salary recommendation for the individual and be kept advised of all actions regarding salary recommendations for those whom he/she supervises. The Director's request for recommendation can be answered in terms of a specific percentage which reflects a judgment of whether the performance is high, medium or low relative to others on the staff. These recommendations are then reviewed by the Director to insure consistency and relative equity within the Jackson Library.

In the J. Hugh Jackson Library after all recommendations have been reviewed, the Director meets with the Dean of the Graduate School of Business who is the financial officer of the School to review all recommendations. Again, the purpose

of this review is to achieve library-wide consistency and equity. Any questions or changes which arise from this review are discussed with the Department Head directly responsible for the librarian.

After this review, the Dean of the School submits final recommendations to the Provost.

3. Lane Library

Recommendations for percentages of merit increases are discussed by Section Heads and the Director and Coordinator, based on thorough review of performance evaluations. Merit recommendations reflect high, medium or low performance relative to others on the staff, and are reviewed to insure consistency and relative equity.

The Director of the Lane Medical Library then submits written recommendations to the Dean of the Medical School. After review by the Dean of the Medical School, the recommendations are submitted to the Provost.

4. Law Library

Recommendation for annual merit increases are made by the Law Librarian after consultation with each librarian and his or her supervisor. The consistency and fairness of the recommendations are then reviewed by the Assistant Law Librarian who may recommend changes to the Law Librarian.

The Law Librarian then submits written recommendations to the Associate Dean of the Law School. Each contains the reasons for the recommendation which includes an evaluation of performance, quality of work, and other relevant information.

After review by the Associate Dean, the recommendations are submitted by him to the Dean for final recommendation to the Provost.

5. University Libraries

For each librarian, Department Chiefs are asked to submit recommendations for merit increases to the appropriate Assistant Director or Director in very specific terms which correspond to high, medium or low relative performance. In departments in which the Chief does not directly supervise the work of a librarian, the immediate supervisor of the librarian should be consulted about the salary recommendation for that individual. It is the responsibility of each Chief to review all salaries within the department and to keep supervisors informed of all actions regarding salary recommendation when appropriate.

The recommendations submitted by Department Chiefs are then reviewed by the Assistant Director or Director to insure consistency and relative equity within his/her purview. After all recommendations have been reviewed at this level, the Director of Libraries and Assistant Directors meet as a group with the Library Personnel Officer to review all recommendations. Again, the purpose of this review is to achieve Library-wide consistency and equity. Any questions or changes which arise from this review are discussed with the Department Chief who made the original recommendation.

After this review, the Director of Libraries submits the final recommendation to the Provost.

6. Stanford Linear Accelerator Center Library

Information not available at this time.

The salary setting process in all libraries at Stanford, therefore, is characterized by repeated questioning and review designed to guarantee that each recommendation is fair and consistent with all others. To this end, administrative officers at a number of levels must be involved. Although the initial recommendation serves as the basis for all reviews, it is not final until the appropriate library director is certain that it is correct in the context of his/her library. At that point, the recommendation is transmitted to the Provost's Officer, either directly as in the case of the University Libraries, or via the Dean of the Law School, Medical School and Graduate School of Business, or via the Director of SLAC. The Hoover Institution transmits its recommendations to the President.

University Library Council Memorandum #1

APPOINTMENT AND PROMOTION IN ACADEMIC STAFF-LIBRARIES

The document entitled "Ranking and Appointment System for Librarians" describes personnel policies for the Academic Staff-Libraries and outlines some of the relevant personnel procedures. This memorandum will provide additional information about the application of the system of ranks of Academic Staff-Libraries, including descriptions of kinds of evidence which will meet the criteria for appointment and promotion. Other ULC memoranda provide administrative explanation and guidance on various related aspects of the personnel program for librarians.

1. Assignment of Ranks and Promotion

The ranks of Academic Staff-Libraries apply to those professional positions which require application of the theory and practice of librarianship and information science in order to provide the development of, bibliographic control of, instruction in the use of, or access to the library collections of the University.

In applying the published generalized description of each rank (see "Ranking and Appointment System for Librarians") library directors recommend to the Provost's Office that appointment to a specific rank of Academic Staff-Libraries be made for each position. In the case of the Hoover Institution, the appointments shall be submitted to the President's Office. This appointment is based on an analysis of the assignment which is described by the supervisor and librarian, and reviewed by the department chief and director. Thus the rank is based on the requirement of the position. Service to the University beyond the immediate assignment, however, may be recognized in the compensation system, and exceptional achievement by the individual may result in professional opportunities for advancement at Stanford or appointment to a position with greater responsibilities outside the University.

The description of ranks provides the framework for assignment of librarians with various types of responsibilities. Examples of assignments are given in the "Ranking and Appointment System for Librarians" document (page 4). Although there are no prescribed quotas for each level of Academic Staff-Libraries, the present administrative structure and nature of library programs have resulted in approximately 10% Assistant Librarians, 25-30% Associate Librarians, 35-40% Librarians, and 20-30% Senior Librarians. Both individuals with administrative assignments and those without administrative assignments are found in each of the ranks, reflecting current library programs. Each case is assessed individually and the judgments involved rely on a common understanding among library directors of the standards to be used in assigning each rank. It is not the case that an Associate Librarian will proceed merely by longevity to the Librarian rank, or that a Librarian will move automatically to the Senior Librarian level. Movement depends on the requirements of the position and the ability of the individual to fulfill those requirements.

II. Fixed Term and Continuing Appointments

Appointment to all ranks of Academic Staff-Libraries may be made

on a fixed-term basis for a period(s) of up to six years. Fixed-term appointments are made for a variety of reasons, including the following:

A. First Professional Appointment

Typically a librarian without professional experience would be appointed as an Assistant Librarian for an initial fixed term of up to three years, but no more than six years. An exceptionally competent Assistant Librarian in this category will be advanced to Associate Librarian status when he/she fulfills the requirements of that rank, that is, "...full, expert and independent performance of responsibilities" in comparison with other librarians at Stanford (see "Ranking and Appointment System for Librarians," page 2). Such a change in status will be the result of a review by the department chief, and library director, and constitutes a significant step in the career of the librarian. The purpose of such Assistant Librarian appointments is to develop professional competence.

B. Beyond the First Professional Appointment

Librarians who are beyond the first professional appointment level may be appointed to any rank of Academic Staff-Libraries on a fixed-term basis. Such an initial term is normally longer than those for first professional appointments, but may not exceed six years. It is assumed that the individual fulfills all of the criteria for appointment to the rank; and movement from fixed term to continuing appointment occurs only after a review of the contributions of the librarian to the library program. The movement constitutes a significant step in the librarian's career at Stanford. The purpose of such term appointments is to insure among other things that there is a commonality of interests between the librarian and the institution before the University makes the commitment inherent in a continuing appointment.

C. Special Projects Appointments

Librarians may be appointed at any rank to complete special projects planned by the library on a fixed term(s) not to exceed six years. In such cases, the librarian is notified of the termination date of the appointment in the letter of appointment.

III. Evidence of Criteria for Appointment

For each of the ranks, appointment depends on program needs. The criteria for appointment to each rank of Academic Staff-Libraries are listed below, followed by examples of documentation which should accompany the forms recommending appointment as evidence that the criteria have been met. It is important that the stated criteria for appointment to each rank be met. Exceptions may be made, but there should be an explanation of why a particular criterion has not been met.

Although the stated criteria should be fulfilled, it is neither essential nor expected that every example of documentation will be present,

and there may be other types of documentation which are not listed and which will be appropriate. The lists of documentation should not be used as check-lists, but rather as examples of kinds of supporting material appropriate to support recommendations for appointment to the Academic Staff-Libraries.

A. Assistant Librarian

Incumbents of this rank display professional competence and ability by carrying out responsibilities within assigned areas. Judgment is used in interpreting library and University policies and in planning and developing assigned tasks. The emphasis at this rank is on professional growth and learning, on demonstration of increasing competence, and appointment is always on a fixed term basis.

Criteria for Appointment

1. Demonstrates understanding of the basic tenets of librarianship in order to be able to provide effective library services. Evidence may include:

- Possession of MLS, or
- Possession of an advanced degree relevant to the requirements of the position, or
- Verification of professional experience, or
- Certification of training for areas of specialization, such as archival work.

2. Demonstrates potential for professional growth and learning. Evidence may include:

- Letters of recommendation from professors, supervisors, or peers.
- Notes from library interviews during selection process.
- Other relevant documentation.

B. Associate Librarian

Incumbents of this rank display substantial professional competence and ability by carrying out responsibilities within assigned areas. Independent judgment is used in interpreting library and University policies and in planning and developing assigned tasks.

Individuals at this rank are expected to display full, expert and independent performance of responsibilities.

1. Demonstrates understanding of the basic tenets of librarianship in order to be able to independently provide library services. Evidence may include:

- Possession of MLS, or
- Possession of an advanced degree relevant to the requirements of the position, or

- Verification of professional experience, or
- Certification of training for areas of specialization, such as archival work.

2. Displays full, expert and independent performance of responsibilities. Evidence may include:

- Performance appraisals.
- Letters of recommendation from peers, colleagues or supervisors.
- Copies of reports, bibliographies or guides compiled by the individual.
- Completion of successful projects of note.

C. Librarian

An incumbent of this rank exercises advanced bibliographic, administrative or managerial skills. He/she is expected to interpret library and University policies and to make recommendations toward development of those policies. An incumbent may be assigned the responsibility for independently planning and executing the integration of library programs and personnel. He/she may have a great deal of external contact in carrying out the responsibilities of the position.

Incumbents of this rank display a high level of professional competence and ability by carrying out responsibilities within relatively broad areas of public, technical or collection development service, and by participating in professional activities outside their official sphere of activity.

Criteria for Appointment

1. Demonstrates understanding of the basic tenets of librarianship in order to be able to provide library services in an independent and effective manner. Evidence may include:

- Possession of MLS, or
- Possession of an advanced degree relevant to the requirements of the position, or
- Verification of professional experience, or
- Certification of training for area of specialization, such as archival work.

2. Demonstrates achievement of considerable professional competence and learning. Evidence may include:

- Letters of recommendation from professors, supervisors or peers.
- Notes from library interviews during selection process.
- Course work completed.
- Publications.
- Other relevant documentation.

3. Displays full, expert and independent performance of responsibilities. Evidence may include:

- Performance appraisals.
- Letters of recommendation from peers, colleagues, supervisors, faculty, or University administrators.
- Copies of reports, bibliographies, guides, or other publications written or compiled by the individual.
- Completion of successful major projects of note.

4. Participation in professional activities outside the official sphere of activity. Evidence may include:

- Copies of letters or memoranda appointing individual to library or University committees, task forces or special projects.
- Copies of reports or special projects completed.
- Written statements from person to whom the committee or task force reported.
- Letters from chairmen and/or members of committees of non-Stanford professional associations in which the individual served.
- Reports or publications of committees and/or published citations referring to the work of the committee.
- Letters from those who have engaged the librarian as a consultant.
- Letters from an administrator of an institution in which individual has taught.

D. Senior Librarian

An incumbent is expected to make unique professional contributions as a result of expertise in the bibliographic activities of a special form, language or geographic area which may require frequent contact with faculty or University officers, to have the ability to define and administer policies, to carry out complex analytical work on procedures for major aspects of a library's operation, to carry out substantial administrative responsibilities, or to participate in formulating and establishing national bibliographic standards.

Incumbents of this rank should display an exceptionally high level of professional development. Substantial experience in a position of extensive responsibility or evidence of outstanding scholarship are among the primary characteristics of this rank.

Criteria for Appointment

1. Demonstrates understanding of the basic tenets of librarianship in order to be able to provide library services in an independent and effective manner. Evidence may include:

- Possession of MLS, or
- Possession of an advanced degree relevant to the requirements of the position, or

- Verification of professional experience, or
 - Certification of training for area of specialization, such as archival work.
2. Demonstrates achievement of the highest professional competence and learning. Evidence may include:
- Letters of recommendation from professors, supervisors or peers.
 - Notes from library interviews during selection process.
 - Course work completed.
 - Publications.
 - Other relevant documentation.
3. Displays full, expert and independent performance of responsibilities. Evidence may include:
- Performance appraisals.
 - Letters of recommendation from peers, colleagues, supervisors, faculty or University administrators.
 - Copies of reports, bibliographies, guides or other publications written or compiled by the individual.
 - Completion of successful and very important projects.
4. Participation in professional activities outside the official sphere of activity. Evidence may include:
- Copies of letters or memoranda appointing individual to library or University committees, task forces or special projects.
 - Copies of reports or special projects completed.
 - Written statements from person to whom the committee or task force reported.
 - Letters from chairmen and/or members of committees of non-Stanford professional associations in which the individual served.
 - Reports or publications of committees and/or published citations referring to the work of the committee.
 - Letters from those who have engaged the librarian as a consultant.
 - Letters from an administrator of an institution in which the individual has taught.
5. Displays evidence of outstanding scholarship. Evidence may include:
- Degrees earned beyond the basic professional degree.
 - Fellowships, awards, grants and special academic honors received.
 - Course work completed.
 - Publications and research.

YALE UNIVERSITY LIBRARY

PERSONNEL CLASSIFICATION SYSTEM FOR LIBRARIANS

Definition of Librarian. For purposes of this personnel classification system, a professional librarian is defined as a person who possesses "... a special background and education on the basis of which library needs are identified, problems are analyzed, goals are set, and original and creative solutions are formulated for them, integrating theory into practice and planning, organizing, communicating, and administering successful programs of service to users of the library's materials and services. In defining services to users, the professional librarian recognizes potential users as well as current ones, and designs services which will reach all who could benefit from them.

The title 'Librarian' therefore should be used only to designate positions in libraries which utilize the qualifications and impose the responsibilities suggested above. Positions which are primarily devoted to the routine application of established rules and techniques, however useful and essential to the effective operation of a library's ongoing services, should not carry the word 'Librarian' in the job title." 1.

Rationale of the System. This classification system, designed for librarians in the Yale University Libraries, is intended to cover all professional positions except administrative positions with the rank of Associate Librarian or higher. In brief, this system is meant to cover all librarians from the beginning professional grade (Librarian I) through positions (Librarian V) that require a very high order of accomplishment. To qualify for positions at the upper levels (Librarian II, III, IV and V), an incumbent must demonstrate progressive development in either 1) distinction in a specialty of substantial benefit to the University apart from any administrative or supervisory responsibility, or 2) supervisory and administrative responsibilities up to and including the level of division or departmental supervisor. This is explicitly a two-track system that is meant to create opportunities for advancement in non-supervisory as well as supervisory positions to equally high levels.

It is important to keep in mind that supervisory and administrative positions are determined by organizational requirements and related needs of the library. A staff member cannot expect to be considered for such a position unless a vacancy exists. This requirement is less restrictive in the non-administrative track. There is enough flexibility in the system to accord the Librarian III, IV, or V grade to an individual when his level of accomplishment is both fully evident and sufficiently sustained, quite apart from the occurrence of a specific vacancy. It is essential, however, that distinction be achieved in a field like reference work, cataloging, medical literature, etc. that is meaningful in the Yale context. To be an outstanding children's librarian, for example, would not earn one consideration for advancement at the University. A very narrow specialty like Old Norse presents similar handicaps.

If a system of this kind is not to be debased, it calls for rigorous decision-making at all levels beginning with Librarian I. We must endeavor to appoint candidates who show great promise whatever the level of appointment. There may be a very few positions that are inherently Librarian I

1. This definition is based on material in the ALA policy proposal, "Library Education & Manpower," American Libraries, I (April 1970), pp. 341-344.

and not intended to accommodate incumbents at a higher grade; it is expected that normal turnover will make possible the recurring appointment of beginning professionals to such positions. The Librarian I grade as it relates to an individual (in contrast to its place in the organizational structure) is not meant to be a career grade. A Librarian I who is not good enough to be promoted to Librarian II should not have his appointment renewed. Except in the case of termination for cause, the Library should give as much notice as possible (hopefully from 3-12 months) in such cases and usually within three years of initial appointment.

Time alone does not guarantee growth in a person's usefulness or distinction. Nonetheless complete disregard of time in determining advancement is also unwise. To assert that a person has held a certain grade for x years and therefore should be advanced a grade is completely unconvincing. Conversely, the University Librarian must give some weight to length of experience in determining a person's worthiness to be considered for promotion.

A great research library needs many skills and much knowledge that cannot be learned in library school. Archivists and bibliographers, for example, need specialized training comparable to librarians and are appointed to positions carrying librarian grades. In a few exceptional cases in past years, outstanding persons were appointed to librarian ranks without formal training in the field. It is believed that this was done because there was no other way of giving recognition to the contribution of such staff members. This situation was changed with the establishment of the University's Managerial and Professional classification system. Librarians I to V are slotted into the Managerial and Professional system, and certain other positions which are exempt by Fair Labor Standards Act standards and involved supervisory responsibilities and/or specialized knowledge have been included in the Managerial and Professional category. Since the Managerial and Professional salaries are often comparable and sometimes exceed those of some Librarians, the new system provides a very attractive opportunity for suitably qualified staff members lacking the specialized training required for Librarian appointments. The Library welcomes the flexibility of the new system and expects to use it wherever appropriate to provide career opportunities for qualified staff members.

LIBRARIAN I

Definition

This is the beginning professional grade and it includes positions in which a variety of professional duties are performed.

A Librarian I generally works under close supervision and follows established policies. Supervision may lessen as the incumbent becomes more experienced. Some responsibility for the supervision and training of others may be assigned. Ordinarily an incumbent is expected to be competent enough and to have those professional qualities that merit his advancement to Librarian II within three (3) years. If not so promoted, the incumbent will usually be given notice of non-renewal of appointment.

Criteria for appointment

A person appointed as Librarian I customarily has a graduate degree in library science but little or no professional experience. Persons who do not have such a degree but who have unusual linguistic or subject knowledge or substantial experience in para-professional work may occasionally be considered for appointment to this grade.

LIBRARIAN II

Definition

This is the grade to which librarians are promoted or appointed after clearly demonstrating their ability to perform professional work effectively and with only general direction. Incumbents may recommend new or changed policies and may supervise the work of others.

Criteria for appointment or promotion

A person appointed as Librarian II customarily has either a graduate degree in library science plus one to three years experience or has equivalent preparation. The incumbent must have demonstrated ability to work effectively, to assume increasing responsibility and to carry out competently and independently the range of professional library functions pertaining to his specialization. Some of these functions include providing assistance to readers in identification, selection and use of research materials; recommendation of materials to be acquired for the collection; management of service or technical functions; organizing materials for use; supervision of other library staff; etc. Such tasks are listed as examples only; any or all of them may be performed by librarians of any rank, and attainment of competence in them is a condition of promotion to Librarian II. Competent performance of such tasks, however, is not sufficient grounds in itself for promotion to Librarian III. Incumbents are expected to have an active interest in improving their professional or subject knowledge.

LIBRARIAN III

Definition

This grade includes both administrative and non-administrative positions that require an advanced degree of specialization in a linguistic, technical or subject area of importance to Yale. The incumbent works independently, subject only to general review. It is expected that the incumbent will perceive and recommend methods of improving the Library's services and procedures.

Criteria for appointment or promotion

A person appointed as Librarian III customarily has either a graduate degree in library science and three or more years of progressively responsible experience or has equivalent preparation. The incumbent must be a specialist in a substantial subject area (e.g. theology, medicine, history) or in a complex technical field (e.g. cataloging, bibliography, reference, archives). For administrative positions, incumbents must have given evidence of supervisory and planning ability, leadership, and good judgment. Incumbents are expected to have an active interest in improving their professional or subject knowledge. Appointment or promotion to this level would be based on such factors as implementation of new methods and procedures, ability to foresee problems and devise means to overcome them, research, and publication. Appointment or promotion would also depend on a total assessment of a person's work rather than on any single accomplishment, but the essential characteristic of the Librarian III rank would be demonstrable achievement which goes beyond the limits of competent performance.

LIBRARIAN IV

Definition

This grade includes both administrative and non-administrative positions that require recognized mastery of a major area of scholarship or an area of librarianship. Work is performed independently, with broad responsibility for results. The incumbent is responsible for recommending and implementing policies in consultation with other officers of the Library Administration.

Criteria for appointment or promotion

A person appointed as Librarian IV customarily has either a graduate degree in library science and five or more years or progressively responsible experience or has equivalent preparation. Incumbents must possess recognized mastery of a major area of scholarship (e.g. humanities, social sciences) or in a complex technical field (e.g. reference, cataloging, bibliography, archives). Incumbents must give evidence of professional achievement such as research and publication; the creation of significant innovations with respect to the library's collections, services or methods; participation, through professional organizations or otherwise, in significant projects designed to advance the scope and level of library service. For administrative positions, incumbents must give evidence of administrative and planning ability, leadership, sound judgment, and the ability to develop and evaluate proposals for improving the Library's services and procedures.

LIBRARIAN V

Definition

Administrative positions in this grade are characterized by responsibility for large staffs, great complexity and diversity of organization and operations, and commensurate technical problems. The incumbent has primary responsibility for major policy formulation and execution in consultation with the University Librarian or an Associate Librarian. The incumbents of non-administrative positions at this level must be persons of established national reputation responsible for a specialty or subject area of importance to Yale. They have significant and largely independent responsibility for relations with major donors and other persons and groups of great importance to the Library's development.

Criteria for appointment or promotion

For administrative positions, the incumbent customarily has had broad management experience and has demonstrated exceptional administrative and planning ability, leadership, and sound judgment. Incumbents of non-administrative positions are productive scholars who may do extensive writing or editing, may teach university courses, or may hold faculty appointments.

APPOINTMENT AND PROMOTION OF LIBRARIANS

Introduction

Since October 1970, Librarians and Archivists at Cornell have participated in a promotion system featuring mandatory promotion review for advancement in rank independent of job assignment. This system, which incorporates both peer review and supervisors' recommendations, has two primary goals: to ensure that each staff member has an opportunity to be reviewed on comparable terms, and to offer opportunities for promotion within the CUL system regardless of job assignment. Only general patterns, however, can be legislated in any system. Flexibility is always necessary, both for recruiting experienced personnel and for allowing for individual differences in learning and abilities.

Even before the adoption of a formal promotion system, CUL had recognized the principle that librarians could grow in their job assignments and be promoted in rank, whether or not their duties were administrative in nature. For example, in a department with three librarians, all three could hold "Librarian" rank although only one might have administrative responsibilities.

Ranks

Librarians or Archivists at Cornell hold one of four ranks, ranging from Assistant Librarian through Senior Assistant, Associate Librarian and Librarian. Beginning librarians are usually appointed at the Assistant Librarian rank and, as they gain experience and show promise of continued professional growth, are expected to advance to the Associate Librarian rank (see Attachment A for suggested criteria for promotion to each rank).

Job Assignments

The Director of Libraries is responsible for assigning librarians to specific positions, although the determination of job assignments within a department or unit is normally delegated to the head of that unit. In appointing a department head, or in evaluating candidates for other senior administrative positions involving academic appointments, the Director is advised by ad hoc committees including members appointed by the Standing Committee on Ad Hoc Committees (see "Terms of Appointment" below).

Appointments

Terms of Appointment. The appointment and promotion of librarians are made by the President of the University upon recommendation of the Director of Libraries. Librarians, Archivists, Associate Librarians, and Associate

Archivists are appointed for an indefinite term unless a definite term is stated at the time of appointment. Senior Assistant Librarians and Senior Assistant Archivists are appointed for a term of three years which may be extended for no more than one year in special circumstances based on the recommendation of the Director of Libraries. Assistant Librarians and Assistant Archivists are appointed to a one-year probationary term, renewable thereafter up to a maximum of three years. (Reappointment to a second term of two years is the standard procedure and a third-term extension of one year is possible.) Time in rank is computed as follows: for persons appointed prior to January 1 the first year is regarded as being completed as of June 30 of the following year; for persons receiving appointments between January 1 and June 30 the term of appointment ends as of June 30 of the following year.

Methods of Appointment. Librarians from outside Cornell are appointed to whatever rank is appropriate to their qualifications. Candidates for appointment at the rank of Assistant or Senior Assistant Librarian are recommended to the Director of Libraries by their prospective department head in concert with the appropriate Assistant Director of Libraries. In those cases where a candidate's qualifications appear to indicate that his rank should be Associate Librarian or Librarian, an ad hoc committee of librarians is appointed to advise the Director at what rank the appointment should be made. (The Director may in special cases appoint candidates to the Associate Librarian rank for a definite, limited term. Should the Director propose to extend this term, a regular advisory ad hoc committee will be appointed.) Ad hoc committees are appointed by the Standing Committee on Ad Hoc Committees (see infra) and, unless otherwise specified elsewhere in this document, normally comprise three librarians of senior rank, of whom one is the candidate's prospective department head and at least one is from outside the candidate's department.

In appointing a Department Head, the Director of Libraries is advised by an ad hoc committee of senior librarians appointed by the Standing Committee on Ad Hoc Committees. Ad hoc committees recommending the appointment of department heads comprise three Librarians, at least two of whom are Department Heads. Ad hoc committees evaluating candidates for appointments to head college or departmental libraries also include at least one faculty member representing the colleges or academic departments served, and the composition of the ad hoc committee is subject to the review and approval of the deans or department heads.

Except as otherwise covered herein, ad hoc committees evaluating candidates for academic appointments to senior administrative posts may have a different composition from those previously described; however, at least three members of such committees will be librarians of senior rank appointed by the Standing Committee on Ad Hoc Committees.

Promotion

As previously noted, it is expected that librarians at Cornell will, as they gain experience, advance in rank from Assistant Librarian to Senior Assistant Librarian to Associate Librarian. Promotion to Librarian is intended to recognize distinguished service, senior levels of responsibility or higher professional achievement.

Candidates not promoted to either Senior Assistant or Associate rank within the maximum time limits may not be continued and their connection with the University will cease upon the expiration of the maximum period of appointment, following a minimum of six months' notice. Candidates may be reviewed only once for promotion to these two ranks. A chart correlating time in rank with times of promotion review is appended as Attachment B.

Procedures for promotion to each rank are as follows:

Senior Assistant Librarian. Promotion from Assistant Librarian to Senior Assistant Librarian is recommended to the Director of Libraries by the candidate's department head in consultation with the appropriate Assistant Director of Libraries. The department head's recommendation is made in a written statement incorporating his own judgments and, as appropriate, those of other members of the nominee's department. This action is normally taken following the second year in the nominee's term as Assistant Librarian--i. e. after a period of two and one-half years in rank--but may occur earlier if job performance and previous experience so warrant. Under certain circumstances (see Attachment A, page 1) candidates for promotion to Senior Assistant Librarian may be reappointed to a third term of one year as an Assistant Librarian. Promotion reviews for these candidates will take place during their third year as Assistant Librarian--i. e. after a maximum period of three and one-half years in rank.

In summary: the minimum time in the Assistant Librarian rank prior to promotion review is one year; the normal time in rank prior to promotion review is two and one-half years unless the candidate is reappointed to an additional one-year term, in which case the maximum time in rank prior to promotion review is three and one-half years. As noted above, when promotion is denied the candidate is given six months' notice of his termination. There are no exceptions to this practice.

Associate Librarian. Promotion from Senior Assistant Librarian to Associate Librarian is recommended in writing to the Director of Libraries by an ad hoc committee, appointed by the Standing Committee on Ad Hoc Committees (see infra). Ad hoc committees are anonymous and comprise three

librarians of senior rank, of whom one is the candidate's department head and at least one is from outside the candidate's department. In the case of split assignments, both department heads or supervisors will be consulted although only one may serve on the ad hoc committee. The Personnel Officer is the intermediary between the ad hoc committee and its sources of information, and its report is for the confidential use of the Director of Libraries and appropriate senior administrative staff. Evaluation for this promotion normally occurs during the third year of the candidate's term as a Senior Assistant Librarian--i. e. after a maximum of two and one-half years in rank. (Only in exceptional circumstances [see Attachment A, page 6] may the candidate's supervisor recommend to the Director via the Standing Committee on Ad Hoc Committees that a year's extension be granted before a committee review the candidate for promotion to Associate Librarian.) If after a promotion review the candidate is denied promotion to the Associate Librarian rank, his appointment to the library staff is terminated following a minimum of six months' notice. There are no exceptions to this practice.

Librarian. Promotion from Associate Librarian to Librarian is not intended as a recognition of long service, but to recognize distinguished service, senior levels of responsibility, or high professional achievement. To ensure comparability among reviews for promotion to Librarian, the Standing Committee on Ad Hoc Committees on Promotion will appoint a Review Committee of five librarians, three to serve as primary members and two to serve as alternates. Initially, one alternate and one primary member will be appointed to two-year terms, and the other three librarians to one-year terms. Thereafter, three and two members respectively will be appointed in alternating years for two-year terms. The department head or supervisor of an eligible candidate cannot serve on the Committee while the case of this candidate is being reviewed. During this time one of the two alternate appointees will take his place. The Committee's recommendation is submitted in writing to the Director of Libraries, who will discuss his final decision with the candidate.

In its first year, the Review Committee on Promotion to Librarian will review all Associate Librarians who have been at that rank for five years. Every Associate Librarian will be reviewed initially after five years at that rank; if not promoted, candidates or their supervisors may request another review in any subsequent fiscal year. Associate Librarians may ask that their names not be submitted for review until they feel they are ready for review. In exceptional cases the Director of Libraries may request that the Review Committee waive the five-year requirement. The Personnel Officer will keep a timetable for review of Associate Librarians.

Criteria for Promotion

At the risk of repetition, it must be emphasized that no specific requirements can be required at the expense of flexibility. The two constant criteria for promotion are excellent performance in one's assigned job and either evidence of potential growth (for promotion to Senior Assistant Librarian) or evidence of growth (for promotion to Associate Librarian). Job knowledge will vary greatly from individual to individual and different assignments clearly require different qualities. Experience, knowledge of foreign languages, subject competence, administrative skills, and knowledge of bibliographical and research resources are among the characteristics to be considered.

Standing Committee on Ad Hoc Committees

The Standing Committee on Ad Hoc Committees comprises five librarians each appointed for a two-year term by the Steering Committee of the Academic Assembly. Two and three members respectively are appointed in alternating years. The Standing Committee elects its own chairman and it meets upon call of the Personnel Officer who is responsible for maintaining a timetable for evaluation for promotion of librarians.

Effective Date

This document shall become effective on July 1, 1975, and shall govern all appointments and promotions made on that date or thereafter.

ATTACHMENT A

The following criteria are intended as guidelines only, not as fixed requirements. As stated in the "Criteria for Promotion" (p. 5), "The two constant criteria for promotion are excellent performance in one's assigned job and either evidence of potential growth (for promotion to Senior Assistant Librarian) or evidence of growth (for promotion to Associate Librarian)."

CRITERIA -- I

A. Criteria for appointment to Assistant Librarian.

1. M. L. S. (In special circumstances other appropriate specialized education is taken into consideration.)
2. Evidence of subject competence, if required by position.
3. Reading knowledge of one or more foreign languages may be required.
4. Evidence of successful performance in job-related courses and work experience.

Evidence may take the form of transcripts, letters of recommendation, off-prints of articles by the applicant, or the results of interviews with the department head or executive officer most concerned.

B. Criteria for reappointment after the one-year probationary period.

1. All factors in Section A.
2. Successful performance of duties and responsibilities of the position.
3. Successful demonstration of the ability to work effectively with patrons, colleagues, supervisors and subordinates.
4. Evidence of potential for growth in position and for contribution to the Cornell community and to the profession.

C. Criteria for reappointment to a one-year extension of the normal three year term of an Assistant Librarian.

1. All of A and B.
2. Extended illness, or change in job duties, degree of responsibility, or supervisor, so that the current supervisor and the appropriate Assistant Director agree that an extension is necessary to judge fairly the qualifications of the incumbent for promotion to Sr. Assistant Librarian.

ATTACHMENT A (continued)

CRITERIA -- II

A. Criteria for appointment to Senior Assistant Librarian.

1. A successful career as an assistant librarian at Cornell or the equivalent at another institution; if a candidate has served one or two years at another institution as an assistant librarian or the equivalent, he or she should expect to serve one or two years at Cornell before being considered for promotion to Senior Assistant Librarian; if a candidate has served two or more years as an Assistant Librarian at another institution and is appointed at that rank, he or she should expect to serve at least one year before being considered for promotion to Senior Assistant Librarian.

2. Evidence of success as an assistant librarian might include information on such attainments and characteristics listed below:

- a. All criteria for appointment as an Assistant Librarian.
- b. Demonstrated ability to fulfill day-to-day responsibilities and duties.
- c. Some degree of ability to act independently and creatively in the position.
- d. Some interest and capacity for affecting the overall operations of a unit library, department or division.
- e. Demonstrated capacity to work successfully with peers, supervisor, subordinates and patrons.
- f. Some evidence of growth of competence in subject area might be required, depending on the position.
- g. Some evidence of growth in position and of contribution to the Cornell community and perhaps to the profession.
- h. Successful completion and/or participation in job related courses and/or institutes, effective participation in library task forces, committees or the like, effective representation of library interests and problems to non-library groups, committees or institutional officers.

3. Promise of further growth in specific position, in general professional knowledge and, if pertinent, in a subject area.

B. Criteria for reappointment to a one-year extension of the normal three-year term of Senior Assistant Librarian.

1. All of A.
2. Drastic change in job duties and responsibilities of position or evidence of protracted illness or other incapacitating condition which would indicate to the Supervisor that an extension is necessary to judge fairly the

ATTACHMENT A
CRITERIA -- II (continued)

qualifications of the incumbent for promotion to Associate Librarian. After initial consultation with the Standing Committee on Ad Hoc Committees, the Supervisor will send to the Director a written recommendation that a one-year extension be granted and that the review for promotion to Associate Librarian be postponed.

ATTACHMENT A (continued)

CRITERIA -- III

A. Criteria for appointment as Associate Librarian.

1. Noticeably excellent career as a Senior Assistant Librarian at Cornell or the equivalent at another institution; consistently excellent completion of assigned responsibilities and evidence of initiative beyond assigned work. One would expect to promote only those Senior Assistant Librarians who have consistently exceeded expected performance in fulfilling position duties and responsibilities. No person falling below or barely meeting such performance expectations should be considered a candidate for promotion to Associate Librarian. The successful candidates for promotion to this rank will have realized their potential for outstanding performance, demonstrated that such excellence is likely to continue unabated after promotion, and revealed the promise of further contributions to the libraries and archives at Cornell.
2. Evidence of excellence as a Senior Assistant Librarian might include, but need not be limited to, information on such attainments and characteristics listed below:
 - a. Superior fulfillment of position duties and responsibilities.
 - b. Obvious ability to act independently and creatively in the position and by doing so enhancing the ability of CUL to fulfill its various missions.
 - c. Significant contributions in the form of suggestions, reinforcements, and actions to the operations of a specific library unit.
 - d. Effective personal relationships with peers, supervisors, subordinates and patrons.
 - e. Evidence of growth in librarianship, archival work and/or another subject area.
3. Examples of other factors beyond, but not substitution for the basic requirement of excellent performance in one's duties and responsibilities, which may be considered during promotion review to the rank of Associate Librarian are:
 - a. Successful completion and/or participation in job-related courses and/or institutes.
 - b. Effective participation in library task forces, committees or the like.
 - c. Effective representation of library interests and problems to non-library groups, committees or institutional officers, when such representation is normally not part of the position responsibilities.
 - d. Publications or other presentations in librarianship or other subject areas.

ATTACHMENT A
CRITERIA -- III (continued)

e. Other contributions to the Cornell community.

f. Representing Cornell or providing leadership in regional, state-wide, national or international organizations devoted to librarianship, archival work and/or to another subject area.

Evidence should take the form of letters of recommendation from peers, supervisors, and perhaps patrons at Cornell; reports of evaluations, and interviews with librarians and faculty members with whom the candidate deals on a regular basis. In addition to but not substituting for information gathered at Cornell, opinions might be solicited from colleagues outside of Cornell if that seems appropriate. If publications and other presentations are factors being considered, the content and form of such materials should be considered rather than the number of titles or descriptive phrases on a résumé. In the case of service on extra-Cornell committees or organizations, the recommending body should attempt to evaluate the candidate's contributions to and effects on the committee's or organization's work; the recommending body should not merely count the number of extra-Cornell memberships or the like.

ATTACHMENT A (continued)

CRITERIA -- IV

A. Criteria for promotion to Librarian.

1. Consistently excellent performance of one's duties as an Associate Librarian at Cornell, or in an equivalent position at another institution.
2. Demonstration of continuing growth in ability to work independently, to contribute new ideas, and to accept a large amount of responsibility in defining and fulfilling the scope of job assignments. These qualities may be expressed in bibliographical, administrative, collection development, or other activities performed by librarians. A candidate's professional activities may be entirely within the Cornell University Library System, or may extend to contributions to outside organizations and publications. Among examples of activities to be considered are:
 - a. Participation in interdepartmental work, committees, projects, etc. (including contribution to and leadership of groups that work toward improving library services).
 - b. Improvement in the relationship between Cornell libraries and Cornell community (includes contributing to better communication and increased use of library services by means of lectures, committee work, effective contacts with students and faculty, etc.).
 - c. Effectiveness in coordinating and administering a department or a continuing project (includes internal training programs).
 - d. Research and publication (including guides, bibliographies, manuals, etc. prepared for internal use).
 - e. Professional growth (including evidence of growth as exemplified by involvement in continuing education participation in professional meetings, lectures, writing, etc.).

*TERMS OF APPOINTMENT AND PROMOTION SCHEDULE FOR LIBRARIANS AT CORNELL

<u>RANK</u>	<u>TERMS OF APPOINTMENT</u>	<u>TIME IN RANK</u>	<u>MANDATORY PROMOTION REVIEW</u>	<u>COMMENTS</u>
Assistant Librarian	initial one year term; second two year term; third term of one year extension possible.	minimum: one year normal: three years maximum: four years	normally, after 2 1/2 years in rank; mandatory after 3 1/2 years in rank. (by Supervisor's recom- mendation)	Extension granted if Supervisor feels it necessary for a fair evaluation of candidate.
Senior Assistant Librarian	three-year term	minimum: one year normal: three years (one-year extension possible only under exceptional circum- stances)	normally, after 2 1/2 years in rank (by an <u>ad hoc</u> committee)	Extension of 3-yr. term granted only for "drastic change in job duties or responsibilities."

Associate Librarian	indefinite	indefinite	Promotion review not mandatory. All candi- dates eligible for review after 5 years in rank. (by a single Review Commit- tee)	Director may re- quest waiver of 5- year requirement.
Librarian	indefinite	indefinite	not applicable	

*Note: Under this promotion system, all candidates not promoted to Senior Assistant or to Associate Librarian rank are given at least six months' notice that their appointments will not be renewed. Candidates may be reviewed only once for promotion to these two ranks.

LIBRARY ASSISTANT JOB DESCRIPTIONS

LIBRARY ASSISTANT SERIES

LIBRARY ASSISTANT I

Responsibilities:

Library Assistant jobs at this level are distinguished from those of the preceding level by the responsibility for performing a detailed series of routine operations in the technical processing of library materials or in the day-to-day operation of a branch library or other library unit.

In a technical processing environment, the emphasis is on knowledge of basic manual and automated processing rules and techniques, and applying them with initiative in processing various types of library materials.

In a public service environment, this classification may apply to one who performs with initiative a variety of detailed routines of limited complexity covered by well-established procedures and instructions.

At this level, most tasks are performed according to established procedures, and are usually subject to close review until standard guidelines have been learned, at which time supervision is carried out as needed. Tasks which are not covered by standard guidelines are always referred to a supervisor.

Characteristic Duties:

Technical Service:

- Files catalog cards in the major Stanford catalogs according to the established Stanford University Libraries filing rules.
- Reviews, verifies, or modifies where necessary descriptive cataloging elements for current Library of Congress or MARC generating cataloging copy, and processes such records in the BALLOTS system.
- Searches for bibliographic information for books received, using standard bibliographic tools such as National Union Catalog pre-56, current Library of Congress catalogs and the Stanford card catalog.
- Prepares materials for bindery, including pulling materials from stack, arranging them according to instructions, and preparing bindery slips.
- Receives material, compares it with invoices, posts appropriate automated or manual files.
- Prepares request slips on which order is based.

Public Service:

- Charges out, files, and discharges publications such as books, tapes, records and microfilms, including material on reserve, for authorized users either manually or with the use of computer terminals.
- Assists on a task by task basis in the operation of a detailed system of circulation controls such as reserves, renewals, overdues and inter-library loans.
- Keeps records of the location of library materials and on library use; searches for misplaced materials.

Public Service: (Continued)

- Responds to questions on locations of materials, hours of service, location of libraries, general campus information or library procedure questions.
- 1. -Receives, records, and shelves new books and journals.

Qualifications:

Requires good clerical and basic organizational skills together with the ability to gain a working knowledge of library services and practices relating to specific work activities. This ability may be gained by graduation from high school and two or more years library or related experience; or an equivalent combination of education and experience.

LIBRARY ASSISTANT II

Responsibilities:

Library Assistant jobs at this level may be distinguished from those at the preceding level by one or more of the following conditions:

- Extensive application of subject or language knowledge used in processing library materials or providing service to users.
- Responsibility for carrying out a variety of different Library Assistant I tasks.
- Extensive use of the BALLOTS automated system in carrying out library technical processing.

These components are added to the responsibilities described in the preceding level and reflect a higher level of job complexity.

At this level, most tasks are performed according to established procedures and are usually subject to close review until standard guidelines have been learned, at which time supervision is carried out as needed. Tasks which are not covered by standard guidelines are always referred to a supervisor.

Characteristic Duties:

The characteristic duties for this level are the same as those for the Library Assistant I level. The difference between the two levels can lie in the variety of tasks assigned, the amount of time spent using the automated system in carrying out the tasks or the use of special language or subject knowledge in carrying out the tasks.

Qualifications:

In addition to the qualifications of the preceding level, this classification may require specialized language or subject ability.

LIBRARY SPECIALIST SERIES

LIBRARY SPECIALIST I

Responsibilities:

Library Specialist responsibilities at this level may be distinguished from those at the preceding level by the application of considerable judgment and initiative in pursuing complex tasks through various steps where alternative established courses of action are evaluated, and by the responsibility for making decisions regarding the application of established library procedures. Incumbents generally determine their work priorities, exercise considerable judgment, and consult with the supervisor in defining objectives and handling unusual problems in a clearly defined work unit.

Work in a technical processing environment requires the performance of acquisition and cataloging operations which are guided by established library procedures and techniques. Work at this level requires an understanding of the interrelationships and use of standard bibliographic tools and/or acquisition channels, including the automated technical processing system.

Work in a public service environment frequently requires the performance of information and elementary reference assistance, and complex and non-routine circulation operations. Library Specialists at this level may be responsible for the daily operation of a small library or unit within a large library for limited periods of time (e.g. nights, week-ends, during the absence of a librarian).

Characteristic Duties:

Technical Service:

- Assists librarian in correction of filing problems or catalog inconsistencies.
- Performs bibliographic verification of English or other western language titles which require use of bibliographic tools such as national, trade or subject bibliographies and, prepares information on which order is based when no MARC or Library of Congress is available.
- Searches records of Stanford holdings for materials contained in dealers' catalogs, flyers, or request slips and executes effective search strategies based on various files, indexes and commands in the automated system as well as equivalent strategies in the manual system.
- Performs complex additions to cataloging data: recommending establishment of new classification and subject headings for special, limited classes of materials; formulating analytics for serials or microtexts.
- Performs detailed changes in existing catalog records such as adding newly received volumes.

Public Service:

- Assumes control level responsibility for a segment of library operations such as circulation or reserves.
- Trained to assist library patrons by answering information and basic reference questions.

Qualifications:

In addition to the qualifications for the Library Assistant II level, this classification requires the ability to learn advanced library operational skills, and to work in assigned areas with little supervision. This ability may be gained by graduation from high school and three or more years of library or related experience, including at least one year at the Library Assistant level; or an equivalent combination of education and experience.

LIBRARY SPECIALIST II

Library Specialists at this level may be differentiated from those at the preceding level by one or more of the following responsibilities:

- Application of specialized technical skills used in processing library materials.
- Application of extensive subject or language knowledge used in processing library materials or providing service to users.
- Supervision of a working level group of library support staff.

These components are added to the responsibilities described in the preceding level and reflect a higher level of job complexity. Incumbents generally determine their work priorities, exercise considerable judgment and consult with the supervisor in defining objectives and in handling unusual problems in a clearly defined work unit.

Work in a technical processing environment requires the updating and correcting of automated files, based on the application of established library procedures and knowledge of the interrelationship of complex automated files and indexes.

Work in collection development involves using extensive knowledge of specific geographical or subject areas to assist professional staff in providing special services to library users.

Work in a public service environment requires familiarity with scientific, technical or specialized terminology of specific collections as well as basic library tools.

Supervisory responsibilities include training and evaluating staff members, determining work priorities and making individual staff task assignments.

Characteristic Duties:

Technical Service:

- Performs bibliographic searches using estoteric languages, or for subject matter which requires the use of specialized bibliographic techniques and sources.
- Makes corrections on established records in the automated technical processing system using extensive knowledge of all functions, commands, and procedures of that system.

Characteristic Duties: (Continued)

Collection Development:

- Makes some selection decisions based on detailed guidelines previously set out by a professional selector.
- Assists selectors with preparation of bibliographies of holdings for for certain topics of current interest or in response to faculty request.

Supervision:

- Interviews, trains and evaluates staff members.
- Determines work priorities and makes individual staff task assignments.

Qualifications:

In addition to the qualifications of the preceding level, this classification requires specialized knowledge or ability in one of three areas: subject knowledge, knowledge of complex automated techniques or supervisory experience.

LIBRARY SPECIALIST III

Responsibilities:

Under general direction and within a clearly defined scope, incumbents perform the most difficult, specialized and technical duties which require frequent application of a limited professional* level of knowledge of library principles and procedures.

Assignments are defined in terms of operation specialty or specialized subject matter field. Incumbents utilize initiative, originality and judgment in applying established principles and procedures to complex and unusual problems. The supervisor is consulted only when the solution of a problem is precedent setting.

Some staff members at this level may be charged with the operational control of a division or large unit of the library under the general direction of a managing librarian; this work entails directing and planning library services as well as supervising library staff members. Under the general direction of a librarian, the Library Specialist III determines the needs of the unit and functions relatively independently to direct the activities on a day-to-day basis.

*"Limited professional" indicates that incumbents do not possess the academic training in library principles and procedures which would provide the flexibility to perform at a full professional level in all functional areas.

Characteristic Duties:

Technical Service:

- Performs basically unrevised descriptive cataloging for specialized materials such as maps, music scores, manuscripts.
- Performs original cataloging (descriptive and subject) of monographs with revision by a librarian.
- Performs acquisition functions for special classes of materials including responsibility for dealer correspondence and maintenance of status files.

Public Service:

- Information service involves familiarity with numerous general and specialized reference tools and thorough knowledge of the entire library system, including expertise in using the card catalog and familiarity with policies and procedures of various departments, branches and coordinate libraries.

Collection Development:

- May be asked to keep faculty abreast of new items appearing in print or in the library, and to discuss development of collections with faculty members up to the point where professional decisions concerning acquisitions are made.
- Compiles a subject or language bibliography under the general direction of a curator or other professional selector.

Supervision:

- Interviews, select, train and evaluate staff members.
- Within defined limits designs and modifies work procedures as required.
- May participate in formation of budget needs and in system planning of Departments or Division by contributing data on staff and work loads.

Qualifications:

In addition to the qualifications listed for the Library Specialist I level, this classification requires a comprehensive knowledge of technical services or library operations for a specialized area and the ability to apply such knowledge to the service needs of the unit. This knowledge is typically gained through library service at the Library Assistant II, Library Specialist I and II levels, and would generally be associated with several years of experience in a number of library operations.

Those Library Specialist III's with supervisory responsibility must have thorough familiarity with the library procedures being performed in the working unit. In addition, they must be effective at supervising, scheduling work, training, reviewing performance. Supervisory responsibility under this classification requires that the Library Specialist know and apply sound supervisory practices and effectively implement the University's Affirmative Action Program.

LOUISIANA STATE UNIV.

LIBRARY ASSISTANT CLASSIFICATIONS

LIBRARY ASSISTANT I GRADE LEVEL I (\$7,000 minimum)

Education: Bachelor's degree required

Duties/Functions: Performs non-professional library routines; generally under the supervision of a more experienced Library Assistant or Librarian

Promotion Eligibility: May be considered for promotion at the end of three years of satisfactory performance in this level

LIBRARY ASSISTANT II GRADE LEVEL III (\$9,000 minimum)

Education: Bachelor's degree with at least three years experience as a Library Assistant

Duties/Functions: Performs complex non-professional library routines with or without supervision; may perform certain supervisory functions

Promotion Eligibility: May be considered for promotion at the end of five years of outstanding service in this level

LIBRARY ASSISTANT III Grade Level V (\$11,000 minimum)

Education: Bachelor's degree required. Master's degree (non-library science) or extensive library course work desirable. Extensive library experience

Duties/Functions: Performs highly specialized non-professional routines. May supervise other Library Assistants and/or Civil Service employees.

Promotion Eligibility: May be considered for promotion at the end of five years of outstanding performance in this level and must meet the requirements of the next level

LIBRARY ASSISTANT IV Grade Level VII (\$13,000 minimum)

Education: Appropriate non-library science masters degree required. Extensive library experience

Duties/Functions: Performs highly specialized non-professional library tasks requiring specific expertise. May perform supervisory functions and administrative duties

Promotion Eligibility: May be considered for promotion at the end of five years of outstanding service in this level and must meet the requirements of the next level

Library Assistant Classifications Con't

LIBRARY ASSISTANT V Grade Level IX (\$15,000 minimum)

Education: Ph.D. required. Minimum of five years library experience

Duties/Functions: Performs highly specialized non-professional library tasks requiring specific expertise. May perform supervisory functions and administrative duties.

Although a library assistant will normally be expected to serve the minimum period in rank to be eligible for promotion, the quality of service is more important than length. An exceptional candidate, one whose performance has been truly outstanding, may be promoted before serving the usual period in rank. The fact that a library assistant has satisfied the minimum time in rank requirement, however, does not automatically qualify one for promotion.

Initial appointments will be made at the level corresponding to educational qualifications and experience of the appointee.

STATE OF NEBRASKA

DEPARTMENT OF PERSONNEL

CODE: 20-280

DATE: September 7, 1973

TITLE: LIBRARY ASSISTANT I

FUNCTION

Under direct supervision, performs routine work in providing assistance at the beginning level within a library. Performs related work as required.

EXAMPLES OF WORK

1. Checks in materials on loan; examines for damage.
2. Checks out materials on loan.
3. Fills requests and information needs.
4. Sorts and shelves materials.
5. Keeps various files up to date.
6. Computes and receives fines.
7. Assists in technical processing of materials.
8. Answers routine questions.
9. Operates business machines.

KNOWLEDGE, SKILLS, AND ABILITIES

Some knowledge of basic library procedures, methods and techniques. Some knowledge of office records maintenance techniques. Ability to perform routine clerical and record keeping tasks.

QUALIFICATIONS

Graduation from high school.

STATE OF NEBRASKA

CODE: 20-281

DEPARTMENT OF PERSONNEL

DATE: September 8, 1973

TITLE: LIBRARY ASSISTANT II

FUNCTION

Under general supervision, performs technical library duties of average difficulty within the overall library operation. Performs related work as required.

EXAMPLES OF WORK

1. Is responsible for a specific limited area within the library.
2. Keeps files up to date.
3. Supervises others in shelving activities, and performs shelving activities; makes minor repairs to library materials.
4. Checks library loans in and out.
5. Processes new and overdue materials.
6. Locates material for patrons.
7. Answers routine questions.
8. Operates Business machines.

KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of basic library procedures, methods and techniques. Some knowledge of, and interest in, books and materials of the library, including reader interest levels. Ability to acquire special competence in a specific phase of library work.

QUALIFICATIONS

Graduation from high school, plus two years of library experience. College may be substituted for experience on a year-for-year basis.

STATE OF NEBRASKA

DEPARTMENT OF PERSONNEL

CODE: 30-282

DATE: September 7, 1973

TITLE: LIBRARY ASSISTANT III

FUNCTION

Under direction, performs technical, semi-routine or diversified work within the overall library operation; performs related work as required.

EXAMPLES OF WORK

1. Participates in the ordering of books; processes books upon receipt by checking invoices and posting relevant data on prescribed forms.
2. Assumes responsibility for an area of work within the library.
3. Administers payroll and work schedules for staff.
4. Assists librarians in the acquisition, cataloging, filing and record-keeping processes.
5. Answers questions of a semi-technical nature.
6. Operates business machines.

KNOWLEDGE, SKILLS AND ABILITIES

Some knowledge of the theory and principles of library science. Some knowledge of library reference materials and tools of research. Some knowledge of standard library procedures, methods, practices, and materials. Some knowledge of reader interest levels, and of books and authors. Ability to perform routine library reference, reader advisory, and other professional library work. Ability to establish and maintain effective working relationships with library patrons and employees.

QUALIFICATIONS

High school diploma plus four years relevant library experience. College education may be substituted on a year-for-year basis for library experience.

INSTRUCTIONS FOR PREPARING JOB DESCRIPTIONS

Position Questionnaire
for
Vacant, New or Proposed
Staff Positions
(Appointment and Wages)

University of Arizona

University of Arizona Library
Tucson, Arizona 85721

This questionnaire is to be used by department heads in describing established and previously unclassified nonacademic positions which are not occupied for any reason, or for describing to be proposed for establishment.

A. POSITION STATUS

- ☐ This is an ESTABLISHED POSITION, now vacant due to termination of _____
(Name of former incumbent)
- ☐ This is a NEW POSITION, never filled. Amount Budgeted \$ _____ per _____
Hr. / Mo. / Yr.
- ☐ This is a PROPOSED POSITION, with a desired establishment date of _____
Month Year

This position is / will be assigned to

Incumbent Status { ☐ Wages
☐ Appointment

Total Hours per Week _____

- ☐ Daytime Schedule
- ☐ Nighttime Schedule
- ☐ Revolving Shift

Dept. Name _____

College or Division _____

Budget Book Pg. _____

Dept. Page _____

Position No. _____

Name and Title of Dept. Head _____

B. POSITION DESCRIPTION

Mission

Describe the purpose of this position. (Example: To provide clerical and secretarial support to department chairman and two faculty members.)

1. The incumbent will be supervised:

- ☐ Closely at all times
- ☐ Closely except in reoccurring matters
- ☐ Through informal conferences
- ☐ Through occasional review of results

2. Standards for quality and quantity of the incumbent's work will be determined by:

- ☐ The department head/supervisor
- ☐ A dean or administrative official to whom the department head reports
- ☐ Agreement between the department head and incumbent
- ☐ Other

3. Will the incumbent make independent decisions?

- ☐ Yes ☐ No

4. If yes, will those decisions likely affect:

- ☐ Only his own job?
- ☐ The department head and/or others within this department?
- ☐ The college or division?
- ☐ The University?

5. The incumbent is to be entrusted with:

- ☐ Usual supplies, equipment or tools
- ☐ Confidential matter
- ☐ Private or University owned valuables
- ☐ Cash or securities
- ☐ Other

6. The incumbent's work will call for regular contact with:

- ☐ Other employees of this department
- ☐ Employees of other departments
- ☐ Heads of other departments, deans, and administrators
- ☐ Public officials, press, etc.

7. This position involves the supervision of:

Title(s)	Number	Hours Wk.

8. The incumbent will be authorized to:

- ☐ Hire
- ☐ Fire
- ☐ Approve leaves and absences
- ☐ Establish pay increases
- ☐ None of the above

9. List any specialized equipment or instruments to be used by the incumbent

D. QUALIFICATION PREREQUISITES

Indicate both minimum and desired prerequisites you consider necessary for success in this position.

Education	Minimum	Desired	Experience	Minimum	Desired
Grade School	☐	☐	Same kind of work for _____ years	☐	☐
High School	☐	☐	Related work for _____ years	☐	☐
Trade/Vocational School	☐	☐	Other _____	☐	☐
Certifications or Registries (Professional, Technological)	☐	☐	None Required	☐	☐
Baccalaureate degree (major: _____)	☐	☐	Supervisory		
Master's degree (major: _____)	☐	☐	None	☐	☐
Other _____	☐	☐	Same kind of work _____ years	☐	☐
_____	☐	☐	Related work _____ years	☐	☐

Other Special Qualifications Required

Supervisor's comments:

Supervisor's Signature	Title	Date
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Forward completed questionnaire to:

Classification and Compensation Office
 Personnel Department — University of Arizona
 1530 E. 6th Street
 Tucson, Arizona 85719

CASE WESTERN RESERVE UNIVERSITY

PERSONNEL DEPARTMENT

JOB ANALYSIS DATA SHEET

Instructions

This questionnaire is designed to provide the information necessary to properly classify non-academic positions.

Each section should be answered completely, giving as much detail as possible. "Types correspondence" is an incomplete statement. "Types all correspondence for chairman, from dictation or rough draft. Occasionally composes and types routine correspondence for Chairman signature" provides the necessary detailed information.

- 1) Position Description, if available, is enclosed for your guidance. Please make the necessary corrections, additions or deletions in order to reflect the current status of the position.
- 2) Duties performed should be listed in the order of importance. Include duties performed occasionally.
- 3) If a question does not apply, write "none."
- 4) Call the Personnel Department, if you have questions.

CASE WESTERN RESERVE UNIVERSITY

JOB ANALYSIS DATA SHEET

Position _____ Department or Division _____

Position Now Held By _____ Date _____

Responsible To _____

1) POSITION DESCRIPTION

What are the duties of the position? List all duties
in order of importance. Show frequency of performance.

2) RESPONSIBILITIES

Does the position involve responsibility for confidential material, internal and/or external contacts, supervision, or development of procedures? Explain. List any unusual responsibilities.

3) WORKING CONDITIONS

Are there any health or safety hazards? Any unpleasant environmental conditions. Any unusual pressures?

4) REQUIREMENTS

What education and experience are required as minimum qualifications?
Any special qualifications such as licensing?

Information submitted by: _____

Dept. Head

Personnel Dept.

Salary Grade _____

Standard Title _____

Date

BOSTON UNIVERSITY

INSTRUCTIONS FOR PREPARATION OF POSITION DESCRIPTION

OBJECTIVE:

The position description should be so written as to provide a statement sufficiently complete that valid conclusions may be drawn regarding a number of characteristics of each job, such as:

The profession or occupational field of work.

The scope or variety of different work assignments or duties actually performed in the normal work cycle.

The degree to which the incumbent is expected to select and formulate the work projects.

The degree to which the incumbent is responsible for planning; obtaining funds, materials and facilities; and determining the methods and techniques to be used in the work.

The authority of the incumbent to commit the University to a course of action.

The degree of responsibility of the incumbent for the end results of the work.

The level or degree of complexity of the work.

The level of importance of the work.

OBJECTIVITY:

Please be factual, dispassionate and precise. This is not an attempt to evaluate your qualifications. It is your position which you are asked to describe. You are asked to present the facts about your position, as it is being performed now, by you, and not as it might be performed by someone else or as it might be ideally performed.

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FORMAT:

Descriptions are to be typed on plain letter size bond and attached to the enclosed completed General Information Sheet. Descriptions should be submitted to your supervisor for review and approval within two weeks. Your dean or bureau head will forward it to the Personnel Office.

The position description should be written under the following captions. Please number the captions as indicated and do not skip any.

I. FUNCTIONS:

Give here a short statement of each of the broad categories or principal functions into which your work is divided.

II. DUTIES:

List all consequential duties, grouped under the principal functions. Within each group, list the duties in order of their importance to the University. Duties outside of these principal divisions of your work should be given last. Number the duties. State what you do; avoid long explanations of how you perform your duties.

III. DIFFICULTY:

List the number of those duties described in Section II in respect to which you consider the decisions and actions most complex and difficult. Explain the complexity or difficulty if it is not evident from the statement of the duties.

IV. MENTAL DEMANDS:

List the numbers of those duties described in Section II which most require the exercise of initiative, resourcefulness, creativeness, planning ability or judgment. Explain the degree of these demands if it is not evident from your duty statement.

V. ASSISTANCE RECEIVED:

- A. Is there a person normally available to give you guidance in carrying out the difficult tasks? To what extent does your supervisor participate in initiating, planning, guiding, judging, reviewing and approving your work?
- B. Do you have access to the help of assistants or associates and to what extent?
- C. To what extent do you rely on "guide lines" in the performance of your duties, such as precedents, established practice, rules and regulations, and written instructions? To what extent is your position made difficult because of the necessity of knowing and conforming to such?

VI. RESPONSIBILITY:

- A. Responsibility for Employees: Explain your responsibility for selecting, training, motivating, guiding, directing, disciplining and promoting employees if this is not evident in the duty statement.
- B. Responsibility for Research: Explain your responsibility for the fruition of the research project on which you work.

VI. RESPONSIBILITY (Continued)

- C. Responsibility for Assets: If not evident in the duty statement, identify your responsibility for procuring, receiving, guarding, controlling, investing, spending and reporting of money; or selecting, procuring, processing, maintaining, inspecting and using materials, equipment and buildings.
- D. Responsibility for Students: Explain your responsibility for informing, orienting, organizing, recruiting, persuading, understanding, interpreting and providing assistance, if not evident in the duty statement.
- E. Responsibility for Outside Relations: If it is not evident in the duty statement, explain how your duties involve specific responsibilities pertaining to informing, interpreting, influencing, persuading and serving alumni, industry, a profession, the geographic area served by the University, and the world of scholarly endeavor.

VII. REMARKS:

- A. Incumbent should briefly state here any significant elements of the position not brought out in other sections.
- B. The supervisor may add here qualifying or interpretive information about the position, but not the incumbent. If the position is considered professional, please give:
 - 1. The profession.
 - 2. The educational requirements for the position in terms of major subject and degrees.

VIII. SIGNATURES:

Immediate Supervisor _____
Dean or Bureau Head _____
Date _____